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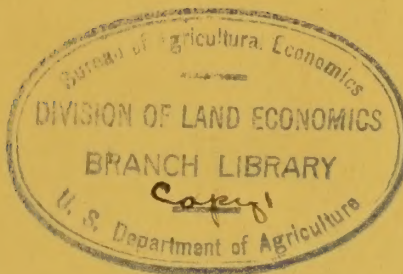
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1945

# FARM SECURITY ADMINISTRATION

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## INDUCTION TRAINING COURSE



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October, 1941





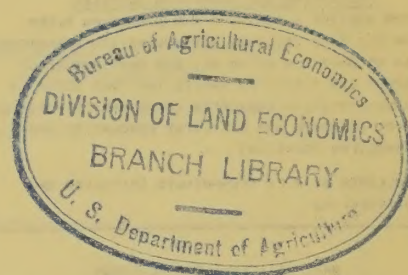
FIRST WEEK OF INDUCTION TRAINING SCHOOL

DAY	8:30 — 9:15	9:15 — 10:00	10:00-10:15	10:15 — 11:15	11:15 — 12:00	1:00 — 4:30
COURSE AND PURPOSE	<u>BACKGROUND LECTURES</u>  A SERIES OF LECTURES TO PRESENT THE SOCIAL AND ECONOMIC BACKGROUND, PROBLEMS, POLICIES AND METHODS OF FARM SECURITY ADMINISTRATION.  THIRTY MINUTES OF LECTURE. FIFTEEN MINUTES FOR QUESTIONS AND DISCUSSION.	<u>INTERRELATIONSHIPS</u>  A SERIES OF LECTURES TO OUTLINE THE RELATIONSHIPS OF THE NEW EMPLOYEE'S JOB IN A COUNTY OFFICE OR ON A PROJECT TO THE WORK OF SEVERAL FARM SECURITY ADMINISTRATION DIVISIONS AND TO GIVE INFORMATION ABOUT RURAL HOUSING, THE MEDICAL AND SANITATION PROGRAM, AND SPECIAL PROGRAMS.  THIRTY MINUTES OF LECTURE. FIFTEEN MINUTES FOR QUESTIONS AND DISCUSSION.	<u>RECESS</u>	<u>READING AND EXPLANATION OF FSA INSTRUCTIONS</u>  A READING AND DISCUSSION COURSE DESIGNED TO ACQUAINT THE TRAINEES WITH THE CONTENT, INTERPRETATION, AND PURPOSE OF PROCEDURAL MATERIAL.  THIS COURSE MUST NOT BE GIVEN AS LECTURES, BUT SHOULD BE AS A LABORATORY AND DISCUSSION COURSE.	<u>DISCUSSION PERIOD</u>  THE PURPOSE OF THIS PERIOD IS TO DEVELOP THE TRAINEE IN DISCUSSION GROUP METHODS, USING THEORY, PRACTICE, AND REVIEW. THE PRACTICE MATERIAL SHOULD STIMULATE THINKING AND CONVERSATION BY THE PARTICIPANTS OF PROBLEMS IN THEIR OWN LOCALITIES.  CAPABLE LEADERS ARE IMPORTANT HERE AND SHOULD HAVE PRE-SCHOOL TRAINING. THIRTY MINUTES OF DISCUSSION. FIFTEEN MINUTES OF CRITICAL COMMENTS ON METHODS USED.	<u>DEMONSTRATIONS AND LABORATORY EXERCISES</u>  THE AFTERNOON PERIODS WILL BE DEVOTED TO LABORATORY WORK AND DEMONSTRATIONS WHICH WILL GIVE THE NEW EMPLOYEE PRACTICE AND EXPERIENCE IN THE USE OF METHODS, FORMS AND PROCEDURES, SO THAT HE WILL LEARN BY DOING.
MONDAY	<u>OBJECTIVES OF TRAINING COURSE AND THE LEGISLATIVE AND ORGANIZATIONAL HISTORY OF FARM SECURITY ADMINISTRATION</u>  A STATEMENT OF WHY THE EMPLOYEES HAVE BEEN CALLED TOGETHER FOR A TRAINING COURSE, A REVIEW OF WORK TO BE DONE, AND A CHRONOLOGICAL NARRATIVE OF THE LEGISLATIVE AND ORGANIZATIONAL HISTORY OF FSA.	<u>ACTION PROGRAMS UNDER GOVERNMENT REGULATIONS</u>  THE NEED FOR REGULATIONS TO PROTECT PLANS AND POLICIES FROM DISTORTION AND TO PROTECT THE GOVERNMENT AND INDIVIDUALS IN HANDLING FINANCES. DISCUSSION OF POLICY AND FINANCE REGULATIONS OF FIRST CONCERN TO FIELD PERSONNEL.	<u>RECESS</u>	<u>FSA INSTRUCTION 731.1</u>  731.1 STANDARD RURAL REHABILITATION LOANS, CRITERIA AND COUNTY OFFICE ROUTINE.	<u>GROUP DISCUSSION METHODS</u>  STUDY AND DISCUSSION OF TECHNIQUES OF GROUP DISCUSSION.	<u>FOR RR TRAINEES</u> <u>OPERATION OF A MODEL COUNTY OFFICE</u> ACTIVITIES SUCH AS SETTING UP AND MAINTAINING AREA GUIDE DEMONSTRATED BY DRAMATIZATION AND INDIVIDUAL PARTICIPATION IN A MODEL COUNTY OFFICE TO BE SET UP.  <u>FOR RP TRAINEES</u> <u>OPERATION OF A MODEL COMMUNITY OFFICE</u>
TUESDAY	<u>CHARACTERISTICS AND CAUSES OF RURAL POVERTY</u>  A COMPREHENSIVE DISCUSSION OF THE ECONOMIC, SOCIAL, POLITICAL, AND PHYSICAL PHASES OF RURAL POVERTY, INCLUDING HEALTH, SANITATION, UNDER PRODUCTION, FAMILY LIFE, INSTITUTIONS, FARM TENANCY, INSUFFICIENT PRODUCTION RESOURCES AND PROBLEM AREAS.	<u>WHAT FSA PERSONNEL SHOULD KNOW ABOUT RURAL HOUSING</u>  A TALK TO EMPHASIZE THE IMPORTANCE OF THE HOUSING PROBLEM IN RURAL AREAS AND TO POINT TO STANDARDS FOR HOUSING WHICH HAVE BEEN DEVELOPED BY FSA AND OTHER AGENCIES.	<u>RECESS</u>	<u>FSA INSTRUCTION 731.1</u>  731.1 STANDARD RURAL REHABILITATION LOANS, CRITERIA AND COUNTY OFFICE ROUTINE.	<u>SHOULD A HIGHER DEGREE OF FARM SELF-SUFFICIENCY BE REALIZED</u>  A DISCUSSION OF SELF-SUFFICIENCY AS IT RELATES TO FAMILY LIVING, HOME-GROWN FOOD, FUEL WOOD, HOMEMADE CLOTHING, AND TO THE FARM IN PROVISION FOR LIVESTOCK REPLACEMENTS, SOIL IMPROVEMENT, AND FEED SUPPLIES. FOLLOWED BY A FIFTEEN-MINUTE CRITICISM OF DISCUSSION.	<u>VISIT TO FARM OF APPLICANT TO DEVELOP A REHABILITATION PROGRAM</u> VISIT BY GROUP TO FAMILY WHOSE REHABILITATION REQUIRES, FDA, C&CS, DEVELOPMENT OF SELF-SUFFICIENCY AND A MAJOR CHANGE IN FARM & HOME ECONOMY (IF A CLIENT VISIT IMPOSSIBLE, THE VISIT AND INTERVIEW MAY BE DRAMATIZED) FROM NOTES TAKEN DURING INTERVIEW AND FROM A PREVIOUSLY PREPARED NARRATIVE, NEW SUPERVISOR WILL PREPARE F&H PLAN FOR DISCUSSION FRIDAY.
WEDNESDAY	<u>THE RELATION OF FSA PROGRAM TO NATIONAL POLICIES WITH REGARD TO SOCIAL AND ECONOMIC SECURITY AND TO AGRICULTURE</u> A LECTURE ESTABLISHING THE TIE BETWEEN FSA AND (1) THE WHOLE NATIONAL EFFORT TO ALLEVIATE THE PROBLEMS OF ECONOMIC INSTABILITY AND SOCIAL INSECURITY, PARTICULARLY AS RELATED TO NATIONAL DEFENSE, (2) THE PROBLEMS OF AGRICULTURE AS AN INDUSTRY AND THE NATIONAL PROGRAM DEVELOPED TO MEET THEM.	<u>HEALTH PROBLEMS AND THE MEDICAL AND SANITATION PROGRAM</u>  THIS LECTURE WILL OUTLINE THE IMPORTANCE OF THE HEALTH PROBLEM AMONG LOW-INCOME FARMERS AND WILL DESCRIBE WHAT IS BEING DONE ABOUT IT BY FSA AND OTHER AGENCIES.	<u>RECESS</u>	<u>FSA INSTRUCTIONS 732.1, 733.1</u>  732.1 FARM TENURE IMPROVEMENT PROGRAM, CRITERIA AND COUNTY OFFICE ROUTINE.  733.1 FARM DEBT ADJUSTMENT PROGRAM, CRITERIA AND COUNTY OFFICE ROUTINE.  WITH MATERIAL FROM INTERREGIONAL CONFERENCE.	<u>TO WHAT EXTENT ARE THE FOLLOWING CONSIDERED TO BE DESIRABLE FEATURES OF AN EQUITABLE FARM LEASE:</u> WRITTEN, LONG-TERM, CONSERVATIVE RATE OF RENT; PROVISION FOR DIVERSIFICATION OF FARMING; COMPENSATION TO TENANT FOR IMPROVEMENT TO FARM BUILDINGS; TERMS CONDUCTIVE TO STABILIZED TYPE OF FARMING. FOLLOWED BY A FIFTEEN-MINUTE CRITICISM OF DISCUSSION.	<u>DEBT ADJUSTMENT ACTIVITIES</u>  PRESENTATION OF NEED FOR ADJUSTMENT OF FARMERS' DEBTS AND ILLUSTRATIONS OF DEBT PAYING ABILITY OF INDIVIDUALS AND COMMUNITIES. DRAMATIZATION OF DEBT ADJUSTMENT CONFERENCE WITH CREDITOR AND DEBTOR, USING FARM VISITED ON TUESDAY AS BASIS. EACH TRAINEE WILL PREPARE APPROPRIATE FSA-RR-89 ON THE CASE.
THURSDAY	<u>THE RELATION OF FSA PROGRAM TO AGRICULTURAL CREDIT INSTITUTIONS AND POLICIES</u>  AN ANALYSIS OF AGRICULTURAL CREDIT NEEDS AND INSTITUTIONS, SHOWING THE RELATIONSHIPS OF THE FSA PROGRAM TO THAT OF OTHER AGRICULTURAL CREDIT INSTITUTIONS.	<u>BASIC POLICIES OF COMMUNITY AND COOPERATIVE SERVICES</u>  AN OUTLINE OF THE FUNDAMENTAL PRINCIPLES OF THE COOPERATIVE MOVEMENT.	<u>RECESS</u>	<u>FSA INSTRUCTION 831.1</u>  831.1 COMMUNITY AND COOPERATIVE SERVICES LOANS, CRITERIA AND COUNTY OFFICE ROUTINE.	<u>PURCHASING AND MARKETING SERVICES</u> HOW ARE THE PURCHASING AND MARKETING NEEDS OF THE FARM SECURITY ADMINISTRATION BORROWERS IN MY UNIT NOW BEING MET AND WHAT SPECIFIC STEPS CAN I TAKE TO ASSIST THE FARM SECURITY ADMINISTRATION BORROWERS IN MY UNIT TO OBTAIN MORE ADEQUATE AND EFFICIENT PURCHASING AND MARKETING SERVICES?  FOLLOWED BY A FIFTEEN-MINUTE CRITICISM OF DISCUSSION.	<u>COMMUNITY AND COOPERATIVE SERVICES ACTIVITIES</u>  PROPER APPROACH TO BE EMPLOYED IN ESTABLISHING SOUND GROUP ENTERPRISES. PRESENTATION OF TYPICAL CASES AND DRAMATIZATION OF DEVELOPMENT FOR FARM VISITED, SHOWING HOW FAMILY NEEDS CAN BE MET ON GROUP BASIS. TRAINEES PREPARE FSA-RR-23 AND PARTICIPATION AGREEMENT.
FRIDAY	<u>OBJECTIVES OF FARM SECURITY ADMINISTRATION</u>  DRAWING FROM THE CONDITIONS AND SITUATIONS DESCRIBED IN THE THREE PRECEDING LECTURES, THIS LECTURE WILL DISCUSS THE OBJECTIVES OF FSA AS THEY RELATE TO THE FAMILIES, COMMUNITIES AND THE NATION.	<u>PROCEDURES AND PURPOSES IN THE INVESTIGATION OF FIELD OFFICES</u>  THIS LECTURE WILL DESCRIBE THE METHODS USED AND THE TYPES OF PROBLEMS INVESTIGATED BY THE INVESTIGATION DIVISION OF THE FSA.	<u>RECESS</u>	<u>FSA INSTRUCTIONS 730.5, 731.3, 742.1</u>  730.5 LOAN SUBMISSION CHECK SHEET, FORM FSA-RR 191.  731.3 LOANS TO PARTICIPATE IN THE ACTIVITIES OF 4-H CLUBS AND SIMILAR ORGANIZATIONS.  742.1 EMERGENCY REHABILITATION LOANS, CRITERIA AND COUNTY OFFICE ROUTINE.	<u>WHAT IS A FAMILY TYPE FARM?</u> <u>WHAT DO YOU KNOW ABOUT A CO-OP TYPE FARM?</u> A DISCUSSION OF THE NATURE OF THESE TWO TYPES OF FARMS AND THE SITUATIONS IN WHICH THE NEEDS OF THE LOW-INCOME FARMER ARE BETTER MET BY THE CO-OP TYPE FARM. ADJUSTMENTS WHICH CAN BE MADE THROUGH C&CS TO BRING INTO BEING THE FAMILY-TYPE FARM AND MAINTAIN SUCH FARMS.  FOLLOWED BY A FIFTEEN-MINUTE CRITICISM OF DISCUSSION.	<u>FARM AND HOME PLANNING</u>  EACH NEW SUPERVISOR WILL HAVE COMPLETED HIS OR HER OWN PLAN FOR THE FAMILY VISITED TUESDAY. THE GROUP WILL THEN DEVELOP A FARM AND HOME PLAN FOR THE FAMILY AFTER PRESENTATION AND DISCUSSION OF PLAN PREPARED BY NEW SUPERVISOR.
SATURDAY	<u>ORGANIZATION OF U.S.D.A. AND OF FSA</u>  A LECTURE OUTLINING THE FUNCTIONAL ORGANIZATION OF THE DEPARTMENT OF AGRICULTURE, THE RELATIONSHIP, THE VARIOUS AGENCIES, FSA AND THE GENERAL FUNCTIONAL ORGANIZATION OF FSA.	<u>FISCAL PROCEDURES AND POLICIES IN FIELD OFFICES AS THEY RELATE TO THE WORK OF THE FC DIVISION</u>  A LECTURE TO EXPLAIN THE IMPORTANCE AND MEANING OF CERTAIN PROCEDURES IN FIELD OFFICES IN TERMS OF THE TYPES OF AUDITS AND RECORDS MADE IN THE FC DIVISION.	<u>RECESS</u>	<u>FOR RR TRAINEES</u> IMPORTANT ASPECTS OF THE TP PROGRAM  <u>FOR RP TRAINEES</u> IMPORTANT ASPECTS OF THE RP PROGRAM	<u>FOR RR TRAINEES</u> IMPORTANT ASPECTS OF THE TP PROGRAM (CONTINUED)  <u>FOR RP TRAINEES</u> IMPORTANT ASPECTS OF THE RP PROGRAM (CONTINUED)	<u>SUPERVISORY FARM VISIT</u>  A VISIT WILL BE MADE TO AN FSA FAMILY TO DETERMINE THE PROGRESS MADE AND ADJUSTMENTS NEEDED. IF A VISIT IS IMPOSSIBLE THIS MAY BE DRAMATIZED. PURPOSE OF VISIT TO DEMONSTRATE TECHNIQUES EMPLOYED BY SUPERVISORS IN EFFECTIVE SUPERVISION. EACH TRAINEE WILL COMPLETE A FARM VISIT REPORT FSA-RR 19 CONTAINING HIS OR HER RECOMMENDATIONS AND BE PREPARED TO DISCUSS THE CASE.



DAY	COURSE AND PURPOSE
MONDAY	
TUESDAY	
WEDNESDAY	
THURSDAY	
FRI DAY	
SATURDAY	

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 NAL Bldg  
 10301 Baltimore Blvd  
 Beltsville, MD 20705-2351





DAY	8:30 — 9:15	9:15 — 10:00	10:00-10:15	10:15 — 11:15	11:15 — 12:00	1:00 — 4:30
MONDAY	<p><u>TOOLS OF THE FARM SECURITY ADMINISTRATION</u></p> <p>A BRIEF DESCRIPTION OF THE MAJOR ACTIVITIES OF FSA, INCLUDING SUPERVISION, OPERATING CAPITAL LOANS, FSA, C&amp;CS, TECHNICAL FARM AND HOME MANAGEMENT, HEALTH AND SANITATION. PURPOSE TO SHOW THAT ALL ACTIVITIES ARE PART OF ONE PROGRAM TO ASSIST LOW-INCOME FARM FAMILIES.</p>	<p><u>TOUR OF REGIONAL OFFICE</u></p>	RECESS	<p><u>TOUR OF REGIONAL OFFICE</u></p>	<p><u>TOUR OF REGIONAL OFFICE</u></p>	<p><u>SUPERVISION AND SERVICING METHODS</u></p> <p>DISCUSSION OF VISIT REPORTS MADE BY TRAINEES. DEMONSTRATION OF EFFECTIVE TECHNIQUES OF MAKING A FARM FAMILY VISIT BY A TEAM OF FARM AND HOME SUPERVISORS. DEMONSTRATION OF USE OF MATERIALS AND SERVICING DEVICES IN ACCOMPLISHING NECESSARY ADJUSTMENTS.</p>
TUESDAY	<p><u>METHODS AND TECHNIQUES IN PLANNING AND SUPERVISION</u></p> <p>DEVOTED TO A DISCUSSION OF THE PRINCIPLES OF ADULT EDUCATION AS THEY ARE APPLIED IN THE SUPERVISORY ACTIVITIES OF FSA. STATED DIFFERENTLY: HOW DO WE LEAD FAMILIES TO ADOPT IMPROVED PRACTICES?</p>	<p><u>OFFICE MANAGEMENT PROCEDURES AND POLICIES FOR FIELD OFFICES IN FSA</u></p> <p>THIS LECTURE WILL DESCRIBE THE REASONS FOR AND THE GENERAL NATURE OF FSA REGULATIONS GOVERNING TRAVEL, THE PROCUREMENT OF SUPPLIES, ETC.</p>	RECESS	<p><u>FSA INSTRUCTION 741.1</u></p> <p>741.1 RURAL REHABILITATION GRANTS, CRITERIA AND COUNTY OFFICE ROUTINE.</p>	<p><u>A SATISFACTORY LEVEL OF LIVING</u></p> <p>IN ADDITION TO PLANNING FOR PRODUCTION AND CONSERVATION OF FOOD, WHAT IS THE SUPERVISOR'S RESPONSIBILITY IN ASSISTING FAMILIES TO HAVE A MINIMUM SATISFACTORY LEVEL OF LIVING? A DISCUSSION OF THE ESSENTIALS OF A MINIMUM SATISFACTORY LEVEL OF LIVING. IT SHOULD INCLUDE ESSENTIALS IN HEALTH, HOUSING, SANITATION, HOUSEHOLD EQUIPMENT, EDUCATION, COMMUNITY PARTICIPATION, FAMILY RELATIONSHIPS, PROTECTIVE INSURANCE, ETC.</p> <p>FOLLOWED BY A FIFTEEN-MINUTE CRITICISM OF DISCUSSION.</p>	<p><u>GROUP MEETINGS</u></p> <p>DISCUSSION OF GROUP MEETINGS THAT HAVE BEEN SUCCESSFUL; DISCUSSION AND DEMONSTRATION OF METHODS AND MATERIALS USED IN CONDUCTING EFFECTIVE GROUP MEETINGS; AND DEMONSTRATION OF DIFFERENT SUBJECTS THAT CAN BE HANDLED IN GROUP MEETINGS, E.G., APPLICANTS' MEETING, FARM AND HOME PLAN WRITING MEETING, EDUCATIONAL MEETINGS, GROUP SERVICES MEETING, RECORD BOOK STARTING AND SUMMARIZATION.</p>
WEDNESDAY	<p><u>FSA FIELD PERSONNEL AND THE COMMUNITY</u></p> <p>A PRESENTATION OF THE RELATIONSHIP OF THE FIELD PERSONNEL TO COMMUNITY ORGANIZATIONS, INSTITUTIONS, LOCAL GOVERNMENTS. EMPHASIS WILL BE PLACED UPON SECURING THE PARTICIPATION OF BORROWER FAMILIES IN COMMUNITY ACTIVITIES.</p>	<p><u>COUNCILS AND COMMITTEES</u></p> <p>TO COVER THE FUNDAMENTAL ORGANIZATION OF COUNCILS AND COMMITTEES AND THEIR FUNCTIONING IN THE FSA.</p>	RECESS	<p><u>FSA INSTRUCTIONS 760.1, 761.1</u></p> <p>760.1 RR LOANS - COLLECTION - GENERAL</p> <p>761.1 RR LOANS, COLLECTION PROCEDURE, ETC.</p>	<p><u>GETTING MORE FOR THEIR MONEY</u></p> <p>HOW CAN SUPERVISORS ASSIST FAMILIES IN GETTING MORE FOR THEIR MONEY? A DISCUSSION OF HOW FAMILIES SPEND THEIR MONEY, HOW SUPERVISORS ANALYZE WITH FAMILIES THEIR BUYING PRACTICES AND TEACH THEM BETTER MONEY MANAGEMENT.</p> <p>FOLLOWED BY A FIFTEEN-MINUTE CRITICISM OF DISCUSSION.</p>	<p><u>RECORD BOOK AND TP14</u></p> <p>PROBLEM EXERCISES TO ILLUSTRATE THE PURPOSE AND USE OF RECORD BOOK; METHODS OF TAKING INVENTORY, INCLUDING VALUATION AND DEPRECIATION; THE RECORDING OF RECEIPTS AND EXPENSE TRANSACTIONS; USE OF PRODUCTION RECORDS; CANCELLATION OF NET WORTH, NET INCOME, AND OTHER MEASURES OF PROGRESS.</p>
THURSDAY	<p><u>TECHNIQUES OF DEVELOPING FARM AND HOME PLANS</u></p> <p>THIS IS A DISCUSSION OF THE DEVELOPMENT OF FARM AND HOME PLANS WITH FAMILIES, INCLUDING OFFICE INTERVIEW, THE GROUP MEETING FOR APPLICANTS, FIRST FARM AND HOME VISIT, GROUP PLAN WRITING MEETING, AND TECHNIQUES OF COMPLETING FARM AND HOME PLANS, WHICH INCLUDE THE DETERMINATION OF THE USE OF LOAN AND GRANT FUNDS.</p>	<p><u>FEATURES OF PERSONNEL ADMINISTRATION IN THE FSA</u></p> <p>A LECTURE TO DESCRIBE POLICIES AND PROCEDURES WHICH HAVE A BEARING ON THE PERSONNEL STATUS OF EMPLOYEES OF THE FSA.</p>	RECESS	<p><u>FSA INSTRUCTIONS 762.1, 763.1</u></p> <p>762.1 RR LOANS, COLLECTING OFFICE PROCEDURE - SERVICING OF ACCOUNTS</p> <p>763.1 RR LOANS - RENEWALS</p>	<p><u>LONG-TIME TENURE</u></p> <p>A DISCUSSION OF HOW THE LONG-TIME TENURE OBJECTIVES CAN BE APPLIED AT THE COUNTY LEVEL, THE PROBLEMS THAT MUST BE OVERCOME IN THE COUNTY BEFORE THEY CAN CARRY OUT THE OBJECTIVES, AND HOW THE COUNTY FSA COMMITTEE CAN ASSIST IN FURTHERING THE OBJECTIVES.</p> <p>FOLLOWED BY A FIFTEEN-MINUTE CRITICISM OF DISCUSSION.</p>	<p><u>LOAN &amp; SECURITY PROCESSING AND SERVICING ACTIVITIES</u></p> <p>DISCUSSION, QUESTION AND ANSWER, PROBLEM EXERCISES, AND FILLING OUT OF SAMPLE FORMS TO COVER: SECURING INSTRUMENTS, RELEASES, COUNTY RECORDS (RR-187), SUPERVISED BANK ACCOUNTS, STATEMENT OF ACCOUNTS, LOAN SERVICING, HANDLING AND TRANSMISSION OF REMITTED FUNDS, REPOSSESSIONS, ACQUISITION AND SALE OF PROPERTY. SEPARATE MEETING FOR HOME SUPERVISORS ON DISTRICT REQUIREMENTS, FOOD PREPARATION AND PRESERVATION, HOUSING EQUIPMENT NEEDS, CLOTHING, CONSTRUCTION AND REPAIR, AND COMMUNITY AND EDUCATIONAL PROGRAM.</p>
FRIDAY	<p><u>PROBLEMS OF FARM AND HOME MANAGEMENT</u></p> <p>A DISCUSSION BY REGIONAL FARM AND HOME MANAGEMENT PERSONNEL OF THE BASIC FACTORS IN FARM AND HOME MANAGEMENT FOR LOW-INCOME FARM FAMILIES ON FAMILY-TYPE FARMS.</p>	<p><u>FOR RR TRAINEES</u></p> <p><u>HOW WE ORGANIZE AN EFFECTIVE COUNTY FSA PROGRAM IN OUR COUNTY.</u></p> <p>(BY AN RR AND HM SUPERVISOR)</p> <p><u>FOR RP TRAINEES</u></p> <p><u>ORGANIZATION OF AN EFFECTIVE PROGRAM ON A TYPICAL RP PROJECT.</u></p>	RECESS	<p><u>FSA INSTRUCTIONS 764.1, 765.1, 766.1</u></p> <p>764.1 RR LOANS - SECURITY SERVICING</p> <p>765.1 RR LOANS - COLLECTING OFFICE PROCEDURE - DEFAULTS</p> <p>766.1 RR LOANS - COLLECTING OFFICE PROCEDURE - MISC.</p>	<p><u>QUALIFICATIONS OF A GOOD SUPERVISOR</u></p> <p>WHAT SHOULD BE THE QUALIFICATIONS OF A SUPERVISOR IN ORDER TO DEAL EFFECTIVELY WITH DISADVANTAGED FARM FAMILIES? IN ADDITION TO THE KIND OF TECHNICAL TRAINING, A DISCUSSION OF SUCH QUALIFICATIONS AND CHARACTERISTICS AS ATTITUDE, UNDERSTANDING, ETC. NEEDED BY A SUPERVISOR TO WORK EFFECTIVELY WITH DISADVANTAGED FARM FAMILIES.</p> <p>FOLLOWED BY A FIFTEEN MINUTE CRITICISM OF DISCUSSION.</p>	<p><u>PROGRAM PLANNING AND CALENDARING</u></p> <p>DISCUSSION OF PROGRAM PLANNING; TRAINEES WILL PREPARE INDIVIDUAL CALENDARS OF WORK; DEMONSTRATION OF WEEKLY STAFF MEETING; DEMONSTRATION OF STAFF, INCLUDING SEMI-ANNUAL REVIEW OF LOAN CASES; AND A "JOB-ANALYSIS" DISCUSSION.</p>
SATURDAY	<p><u>RESETTLEMENT PROJECTS</u></p> <p>A REPRESENTATIVE OF THE RP DIVISION WILL DESCRIBE THE VARIOUS RESETTLEMENT PROJECTS IN THE REGION AND SHOW THE RELATIONSHIP TO THE OVER-ALL PROBLEM OF INSECURITY ON THE FARM.</p>	<p><u>THE SPECIAL AREA</u></p> <p>WHAT IS THE SPECIAL AREA AND WHY WITH COMMENTS ON AREA PROBLEMS. IN WESTERN REGIONS A PART OF THE PERIOD SHOULD BE GIVEN TO THE WATER FACILITIES PROGRAM.</p>	RECESS	<p>10:15 — 11:00</p> <p><u>THE RESPONSIBILITIES OF FSA FIELD PERSONNEL FOR PUBLIC RELATIONS</u></p> <p>EXPLANATION OF THE TECHNIQUES OF PUBLIC RELATIONS AND THE REGULATIONS WHICH GOVERN THE CONDUCT OF PUBLIC RELATIONS.</p>	<p>11:00 — 12:00</p> <p><u>SUMMARY OF THE CONFERENCE</u></p>	







## FOREWORD

The outlines contained in this manual have been prepared by the Washington Staff for instructors and trainees alike. In furnishing copies of the manual to the trainees it is felt that it will eliminate considerable note-taking and furnish the trainees with organized material to take back to their home counties. This material will be valuable as references to increase their knowledge of the problems of the low-income farmers and the efforts that are being made to meet these problems.

October 1, 1941.







# FARM SECURITY ADMINISTRATION

## INDUCTION TRAINING COURSE

### CONTENTS

- I Outlines of Lectures on the General Background of the FSA (8:30 A.M.-9:15 A.M.)
- II Outlines of Lectures on Interrelationships (9:15 A.M.-10 A.M.)
- III Notes on FSA Instructions (10:15 A.M.-11:15 A.M.)
- IV Questions and Outlines for Discussion Period (11:15 A.M.-12 M.)
- V Notes for Laboratory Exercises (1 P.M.-4:30 P.M.)
- VI Reference Material for Lecturers







## BACKGROUND LECTURES

8:30 A.M. - 9:15 A.M.

### FIRST WEEK

Monday	Objectives of Training Course and the Legislative and Organizational History of FSA.
Tuesday	Characteristics and Causes of Rural Poverty.
Wednesday	The Relation of FSA Program to National Policies with Regard to Social and Economic Security and to Agriculture.
Thursday	The Relation of FSA Program to Agricultural Credit Institutions and Policies.
Friday	Objectives of Farm Security Administration.
Saturday	Organization of U.S.D.A. and of FSA.

### SECOND WEEK

Monday	Tools of the Farm Security Administration.
Tuesday	Methods and Techniques in Planning and Supervision.
Wednesday	FSA Field Personnel and the Community.
Thursday	Techniques of Developing Farm and Home Plans.
Friday	Problems of Farm and Home Management.
Saturday	Resettlement Projects.

NOTE: Reference material is listed at the end of most of the following lecture outlines. It is suggested that at the conclusion of each lecture copies of the reference material listed for that subject be distributed to each trainee. A supply of the material will be sent from Washington.





## LECTURES ON INTERRELATIONSHIPS

9:15 A.M. - 10:00 A.M.

### FIRST WEEK

Monday	Action Program under Government Regulations.
Tuesday	What FSA Personnel Should Know About Rural Housing.
Wednesday	Health Problems and the Medical and Sanitation Program.
Thursday	Basic Policies of Community and Cooperative Services.
Friday	Procedures and Purposes in the Investigations of Field Offices.
Saturday	Fiscal Procedures and Policies in Field Offices as They Relate to the Work of the FC Division.

### SECOND WEEK

Monday	Tour of Regional Office.
Tuesday	Office Management Procedures and Policies for Field Offices in FSA.
Wednesday	Councils and Committees.
Thursday	Features of Personnel Administration in the FSA.
Friday	For RR Trainees:  How We Organize an Effective County FSA Program in our County.  For RP Trainees:  Organization of an Effective Program on a Typical RP Project.
Saturday	The Special Area.





## NOTE

Each RR trainee should be instructed to bring his field manual to the training school so that it will not be necessary to assemble a set of the procedural material in the regional office for each trainee.

## HOW TO USE THE NOTES IN THE DISCUSSION OF FSA INSTRUCTIONS

In order to assist the instructor in the preparation of material for the subjects indicated on the previous page, comments and suggestions in regard to the various points which should be emphasized are included in the outlines. This material is not intended as the full outline of the course to be used by the instructor in the presentation of the material. Intensive efforts on the part of each one conducting the study groups will be necessary in order to properly develop each subject in advance so that it will be thoroughly understood. Mere reading of the instructions followed by a discussion will not be sufficient. The background of the policies and the reasons for the procedure should be thoroughly explained.

Advance reading assignments in procedure material should be given in order that each member of the study group may become familiar with the subjects to be discussed.





## READING AND EXPLANATION OF FSA INSTRUCTIONS

10:15 A.M. - 11:15 A.M.

It is proposed that the third period of each day during the training course be devoted to a study and discussion of the FSA procedural instructions which are applicable to the work of the county RR supervisor.

This study course should be personally conducted by the Assistant Regional Director in charge of RR with the assistance of the Chief of the Farm Management Section, the Chief of the Loan and Collection Section, and other specialists as may be appropriate. This period must not be a lecture period but should be used as a laboratory and discussion period.

The FSA Instructions which should be included and the suggested schedule are indicated below:

### First Week

- Monday - FSA Instruction 731.1 (criteria and county office routine).
- Tuesday - FSA Instruction 731.1
- Wednesday- FSA Instruction 733.1 (FDA Program), 732.1 (Farm Tenure Improvement Program).
- Thursday - FSA Instruction 831.1 (Community & Cooperative Service Loans).
- Friday - FSA Instructions 731.3 (4-H Club Loans), 742.1 (Emergency Loans), 730.5 (Loan Submission Check Sheet).
- Saturday - Important Aspects of the TP Program (for RR personnel).  
Important Aspects of the RP Program (for RP personnel).

### Second Week

- Monday - Tour of Regional Office (continued)
- Tuesday - FSA Instruction 741.1 (Grants)
- Wednesday- FSA Instructions 760.1 (General Collection Policies),  
761.1 (Collecting office procedure - Remittances).
- Thursday - FSA Instructions 762.1 (Servicing of Accounts), 763.1 (Renewals), also proposed revisions of 762.1
- Friday - FSA Instructions 764.1 (Release of Mortgaged Property), 765.1 (Liquidations), 766.1 (Miscellaneous), Form FSA-LE-286.
- Saturday - The Responsibilities of FSA Field Personnel for Public Relations. (10:15 - 11:00)





## PURPOSE AND METHOD OF DISCUSSION HOUR

11:15 A.M. - 12 M.

**Purpose:** To develop trainees in discussion group methods.

**Method:** At the discussion period the trainees should be divided into groups of not more than 15 each. The discussion leader for each day for each group should be an older employee who has had some experience in discussion methods. It is important that capable leaders be selected and the leaders should have pre-school training. The fifteen-minute review and criticism of the discussion method used in each discussion should be led by a member of the group other than the person who has led the discussion.

**Content:** The questions suggested for discussion are designed to make it possible to relate the points developed in the eight-thirty o'clock background lectures to specific facts and instances within the trainee's experience. A discussion of the questions outlined should stimulate the trainees in their thinking and observation of problems in their own localities in the future.





## DISCUSSION PERIODS

11:15 A.M. - 12 M.

### FIRST WEEK

Monday	Group Discussion Methods.
Tuesday	Should a Higher Degree of Farm Self-Sufficiency be Realized?
Wednesday	To What Extent are the Following Considered to be Desirable Features of an Equitable Farm Lease?
Thursday	Purchasing and Marketing Services.
Friday	What is a Family Type Farm? What do you Know about a Co-op Type Farm?
Saturday	For RR Trainees:  Important Aspects of the TP Program (continued)  For RP Trainees:  Important Aspects of the RP Program (continued)

### SECOND WEEK

Monday	Tour of Regional Office (continued).
Tuesday	A Satisfactory Level of Living.
Wednesday	Getting More for Their Money.
Thursday	Long-Time Tenure.
Friday	Qualifications of a Good Supervisor.
Saturday	Summary of the Conference. (11:00 - 12)





## INDUCTION TRAINING PROGRAM

1:00 P.M. - 4:30 P.M.

### LABORATORY EXERCISES

#### GENERAL STATEMENT

The attached list of daily afternoon exercises for new FSA personnel is based upon getting the trainees to learn by doing things with which they will be daily concerned while on the job.

The exercises include the actual setting up of a county office, with arrangement of files, etc., the processes concerned with interviewing an applicant, visiting the farm of an applicant, making a farm and home plan including necessary debt adjustments and incorporation of community and cooperative services activities. These activities are followed by the supervisory visit, the necessary servicing activities, the use of the record book, and group meetings. This series, therefore, gives the trainees an intensive picture of the activities they will be concerned with in following through the rehabilitation program with applicant families.

In order to carry out this purpose, many of the periods will include a demonstration of the correct technique, as well as a dramatization in many cases to bring conditions to as near actual as possible. The trainees will also be given practice in filling out the forms with which they will be working.

The series of laboratory exercises ends on the strong note of associating these various jobs into a calendared program of activities in order to most effectively carry out the job.

As indicated in the general outline of the course and the attached notes, Resettlement personnel will have an assignment separate from that for Rural Rehabilitation personnel on Monday afternoon of the first week. At other afternoon periods Resettlement personnel will not meet in a separate section.

On Thursday afternoon of the second week Home Management personnel will meet in a separate section to take up home management subject matter, as provided in the attached notes.





# OUTLINE OF LABORATORY EXERCISES FOR INDUCTION TRAINING PROGRAM

1:00 P.M. - 4:30 P.M.

## First Week

MONDAY: Operation of a County Office.

A Model County Office will be set up and the following activities demonstrated by dramatization and individual participation:

Maintenance of County Office Manual.

Setting up files.

Setting up and maintaining the Area Guide.

Interviewing applicants and handling applications.

AP personnel will meet in a separate section to study the operation of a community office.

TUESDAY: Visit to Farm of an Applicant to Develop a Rehabilitation Plan for the Family.

The farm selected should be one with a family whose rehabilitation will require the services of FDA, C&CS, the development of a self-sufficiency program, and major adjustments in farm and home economy. A narrative will be prepared in advance giving necessary background information on the case to supplement the information obtained on the visit in preparing the farm and home plan. Each trainee should be ready to present his plan on Friday.

When an actual farm visit is not possible a narrative statement should be developed giving the basic information of the farm program of the family and the interview dramatized. The information obtained by the dramatization and the narrative will be used to develop a farm and home plan.

WEDNESDAY: Debt Adjustment Activities.

Presentation will be made of reasons and need for adjustment of debts of farmers and illustrations given of the debt structure and debt paying abilities of individuals and communities.

The solution of debt problems of the family visited and other individuals will be demonstrated by dramatization of the methods to be used. Each trainee will prepare a Form NR 89 on the case.

THURSDAY: Community and Cooperative Services Activities.

Presentation will be made of the proper approach as to methods which should be employed in establishing sound group enterprises.





Presentation of typical cases showing how needs may be met on a group basis will be made. Trainees will fill out an RR 23 and participating agreement.

Development of necessary C&CS in preparing a sound plan for the case visited will be dramatized.

FRIDAY: Farm and Home Planning.

Each trainee will have completed his or her own plan for the case visited prior to the meeting. The group will then develop a farm and home plan for the family after presentation and discussion of each supervisor's plan.

SATURDAY: Supervisory Farm Visit.

A visit will be made to an FSA family to determine the progress made and adjustments needed in order to demonstrate techniques employed by supervisors in effective supervision. Each trainee will complete a farm visit report, Form FSA-RR-19, containing his or her recommendations and be prepared to discuss the case.

#### Second Week

MONDAY: Supervision and Servicing Methods.

Discussion will be held of Visit Reports made by trainees. Demonstration will be given of effective techniques for making a farm family visit by a team of farm and home supervisors. Demonstration will be given in use of materials and servicing devices in accomplishing necessary adjustments.

TUESDAY: Group Meetings.

Discussion of group meetings that have been successful. Discussion and demonstration of methods and materials used in conducting effective group meetings, and demonstration of different subjects that can be handled in group meetings, e.g., applicants' meeting, farm and home plan writing meeting, educational meetings, group services meeting, record book starting and summarization.





WEDNESDAY: Record Book and TP 14.

Problem exercises will be prepared to illustrate the purpose and use of the record book; the methods of taking inventory with problems on valuation and depreciation; the recording of receipts and expense transactions; use of production records; and calculation of net worth, net income, and other measures of progress.

Questions and answers and problem exercises will be used in training to use record book information in correcting weaknesses in farm programs of borrowers, preparing new operating plans, and in filling out TP 14 and other summary statements.

THURSDAY: Loan and Security Processing and Servicing Activities.

The following will be covered by discussion, use of questions and answers, problem exercises and the filling out of sample forms: securing documents, releases, county office records (RR 187) supervised bank accounts, statements of accounts, steps in loan servicing, handling and transmission of remitted funds, repossession, sale of property, and acquired property.

The Home Management personnel will meet in a separate meeting to take up home management subject matter which will include diet requirements, food production, preparation and preservation, housing equipment needs, clothing, construction and repair, and community and educational program.

FRIDAY: Program Planning and Calendaring.

Discussion of program planning with preparation of individual calendars of work by trainees will be held.

A demonstration of a weekly staff meeting will be given including a review of the week's work.

A demonstration of a staff meeting with a semi-annual review of cases will be given.

Job analysis discussion will be held.





FIRST WEEK

MONDAY





Monday First Week 8:30 - 9:15

OBJECTIVES OF THE TRAINING COURSE AND THE  
HISTORY OF FARM SECURITY ADMINISTRATION

I Objectives of the Training Course.

A. Discussion of Training Course in general:

1. New employees have been called together to give them a general understanding of the background, policy, problems and methods of the Farm Security Administration.
2. The various subjects have been designed to provide answers to the questions most frequently asked by new supervisors, community managers and others about their work.
3. This course will also give an opportunity for new employees to become acquainted with each other and with various members of the regional and state offices.

B. Organization of Course.

1. The activities of the two-week training course:

- a. A series of lectures on the general background objectives, policies and methods of the Farm Security Administration. These lectures will be held each morning from 8:30 A. M. until 9:15 A. M.
- b. Each morning between 9:15 and 10:00 o'clock there will be a series of lectures on the Staff Divisions of the Farm Security Administration.
- c. Recess between 10:00 and 10:15 A.M.
- d. FSA procedure regulations and instructions will be discussed each morning between 10:15 and 11:15 o'clock.
- e. The fourth period of each morning between 11:15 and 12 Noon will be devoted to group discussions of various problems.
- f. The afternoons of each of the two weeks will be laboratory and demonstration periods, where each new employee will work on a typical field problem.

C. Purpose of lectures on general background, problems, policy and methods of FSA:

1. To acquaint new personnel with the reasons why a great public effort was made to alleviate the problems of rural poverty.



2. To give the employees a knowledge of the relationship of FSA to other national and state programs with regard to economic and social insecurity and national agricultural problems, including farm credit.
3. To give the new employees firm knowledge of the objectives and goals of FSA, including improvements in rural social life and community life.
4. To introduce and explain to new employees the various methods, techniques and working tools which they will use as local representatives of FSA.
5. To acquaint the new employees with the organization and function of the different branches of the FSA.

## II Legislative and Organizational History of FSA.

- A. Beginning of the RR program in Federal Emergency Relief Administration:
  1. Experiences in Texas
  2. Experiences in Alabama
- B. Resettlement Administration and Rural Rehabilitation Corporations.
- C. The Bankhead-Jones Farm Tenant Act.
- D. Farm Security Administration and the RR program.
- E. Farm Security Administration and Tenant Purchase Program:
  1. Present status of program.
- F. Farm Security Administration and the RP program:
  1. Present status of program, including migratory labor program and coordinated program in Northern Great Plains.

## REFERENCES:

- "History of FSA," FSA publication
- "To Hold This Soil," by Russell Lord, Dept. of Agriculture
- "The Work of the Farm Security Administration," FSA publication
- "Facts about Rehabilitation Loans," FSA publication





Monday First Week 9:15 - 10

ACTION PROGRAM UNDER GOVERNMENT REGULATIONS

- I The new worker in the Government and his sense of:
  - A. Frustration by delay.
  - B. Suffocation by red tape.
- II Two ways to go:
  - A. The mummified jobholder hiding behind red tape - the red tape worm.
  - B. The man of action making red tape work for him.
- III Why regulations?
  - A. Need for plans and policies for efficient action.
  - B. Protecting plans and policies against distortion.
  - C. Finance:
    - Protecting the Government.
    - Protecting the individual.
  - D. Danger of unnecessary complexities.
- IV Regulations concerning County Supervisors:
  - A. Policy regulations.
  - B. Finance regulations..
- V First aid from red tape:
  - A. Forms and the man.
  - B. Time and the man.
- VI From jobholder to Government Representative.





Monday First Week 10:15 - 11:15

FSA INSTRUCTION 731.1

(Sheet 1):

Indicate FSA-RR program is one based primarily on social and humanitarian principles and only secondarily on banking principles.

Stress the point that although poverty-stricken rural families may be assisted by any of the factors mentioned, ALL factors should be considered in their proper relationship in planning for the rehabilitation of the family. Failure to give adequate attention to one factor may reduce or eliminate the beneficial effect of good planning in the other factors. Mention the importance of and cite examples for each factor and relate its place in the whole picture.

In introducing the discussion of the standard loan, let the instructor or discussion leader call attention to the fact that these loans are available and are used for clients on the RP projects. Consequently, it is desirable for RP personnel to become familiar with the theory and practice of this procedure.

(Sheet 1 reverse):

Bring out the point that the success of rehabilitation effort is predicated upon supervision. No matter how good the planning, the need for continuing assistance is present and must be followed up. Cite various supervisory devices; for example, farm and home visits, group meetings, record keeping, demonstrations, instructional material, competitions, etc. Explain each and give its place in client supervision.

In citing various supervisory devices, mention should be made of Annual Meetings of TP Borrowers, with special emphasis on Record Book Summarization, computing TP-14 (annual income statement), revision of RR-14 for the following year, and annual billing and collection follow-up.

(Instruction 660.1 should be cited, in addition to Instruction 731.1).

(Sheet 2):

Bring out the importance of making group instruction programs serve the additional purpose of acquainting clients with the extent and seriousness of their responsibility for the care, handling, and preservation of property serving as security for loans.

(Sheet 2 reverse, Paragraphs IV and V):

Explain in greater detail how committees may assist supervisors in selecting borrowers, outlining rehabilitation needs, creating public interest. Emphasize undesirability of overbalance toward either



supervisor or committee. The two should be of mutual assistance. Emphasize need for committee to be well informed. Discuss differences in eligibility requirements for RR and TP. (Instruction 611.1 should be cited in addition to 731.1). Explain that RR county committee is voluntary and advisory while TP is responsible by law for selecting families and appraising farms. (Instruction 601.1 and 603.1 should be cited in addition to 731.1).

Expand on eligibility requirements and emphasize importance of reaching down into the low-income group.

Acceptance should be predicated more upon need for rehabilitation than upon immediate ability to repay an advance. However, sight of the public interest should not be lost so that loans are made beyond the eventual ability of the borrower to repay.

Income deficiencies may be supplied through use of grants under certain conditions. More about this later.

Discuss differences in eligibility requirements for RR and TP (Instruction 611.1 should be cited)

(Sheet 3, Paragraph VI):

A. 1. Explain how and why applicants are referred to other agencies. Carry through and explain position of FSA in cases where apparently eligible persons are refused aid from other agencies.

2. Explain memoranda of understanding between FSA and Federal Land Banks. What is involved? Cite results of this cooperation.

(Sheet 3 reverse, Paragraph VI E):

The general policy of the FSA is not to make real estate loans. Reconcile this statement with our limited use of SRE loans and reconcile with our administration of the TP program. Give short, concise statement of FSA policy to provide operating credit needs (including capital goods) for distressed land owners when suitable adjustment of the real estate debt has been made.

(Sheet 3 reverse, Paragraph VII A):

1. Explain why loans are made with repayment schedules varying with purposes.

2. Define general credit requirements of borrowers in the region and correlate with paragraph VII.





(Sheet 4, Paragraph VIII):

In light of experience within the region explain need for flexibility in repayment schedules:

1. for new borrowers
2. for old borrowers

Emphasize necessity for realistic initial planning and educational value to borrower of FSA insistence upon compliance with an intelligently planned repayment schedule. Point out demoralizing effect of repeated renewals.

Explain variable payment plan under TP program and the possibilities for use by other farm lending agencies. (Instruction 658.1 should be cited in addition to Instruction 731.1).

(Sheet 4 reverse, Paragraph IX):

Point out that FSA is not in the banking business; therefore, security plays a different, although important, role.

Define clearly the meaning of "adequate security" as interpreted by FSA. Elaborate on IX D in applicability within the region.

(Sheet 5, Paragraph X):

Emphasize a supervisor's responsibility to obtain and record or file security documents. A clear understanding now may avert unpleasantness due to ignorance at a later date.

Point out it is policy of FSA to require borrowers to pay recording or filing costs when they are able to do so -- the general idea is that FSA will pay only when protecting the interest of the government in mortgaged security.

(Sheet 5 reverse, Paragraph XI):

Do not dwell on mechanics here.

Supervised bank accounts have two main purposes:

1. to protect government interest pending acquisition of security.
2. as supervisory device to educate clients in the management of cash and business transactions.

Explain necessity for joint account while expending TP loan funds. (Instruction 633.2 should be cited in addition to 731.1.)





Monday First Week 11:15 - 12

GROUP DISCUSSION METHODS

I GROUP READ AND DISCUSS:

- A. "Suggestions for Group Discussion Leaders"
- B. "Suggestions for Discussion Group Members"
- C. "What is the Discussion Leader's Job?"

(These "Suggestions" should be kept for daily reference)

II PURPOSE

The purpose of this period is to develop the trainee in discussion group methods, using theory, practice and review.

REFERENCES:

"Suggestions for Discussion Group Members"  
DN 1 B.A.E.

"Suggestions for Discussion Group Leaders"  
DN 2 B.A.E.

"What is the Discussion Leader's Job?"  
D 3 B.A.E.



Monday First Week 1:00 -- 4:30

OPERATION OF A COUNTY OFFICE  
(For RR Personnel)

A Model County Office will be set up and the following activities demonstrated by dramatization and individual participation:

I Maintenance of County Office Manual.

One or more copies of a county office manual will be made available to the group. The maintenance of the manual will be demonstrated showing the classification by subject matter and the insertion of new instructions and deletions in the manual in accordance with Instructions.

II Setting up Files.

Demonstrate the proper method of setting up correspondence - client - and other files in a county office in accordance with FSA Instruction 704a, Subject: Uniform Filing System for State, District and County RR Offices.

III Setting up and maintaining the Area Guide.

Setting up and maintaining the area guide which will demonstrate:

- A. How the area follow-up is a work organizer for county offices.
- B. How it assists in the planning of itineraries and calendaring of work.
- C. Arrangement of the file, showing the breakdown and purpose of the file.
- D. How the field folder is prepared and how it is used.
- E. The purpose of the report section and its value and use in a county organization.
- F. The purpose and use of the additional sections of the file for special purposes such as District Supervisors, FDA Supervisors, Farm Management Specialists, Cooperative Specialists, TP Specialists, etc.

IV Interviewing Applicants and Handling Applications.

A dramatization by an experienced County Supervisor and County Clerk of the proper methods of interviewing applicants, and handling applications. This dramatization should demonstrate clearly some of the more important do's and don'ts in the handling of applicants.





Monday First Week 1:00 — 4:30

OPERATION OF A COMMUNITY OFFICE  
(For RP Personnel)

By Assistant Regional Director in Charge of RP

No outline is being suggested by the Washington office for this talk. An outline should be made up in each region, however, and approved by the Regional Training Committee.



FIRST WEEK

TUESDAY





CHARACTERISTICS AND CAUSES OF RURAL POVERTY

I What is Rural Poverty?

- A. Low Income.
- B. Lack of opportunity to participate in the normal community institutions.
- C. Denial of the legal and political rights of American citizens.

II. Characteristics of Poverty:

- A. Income insufficient to cover basic physical needs.
- B. Absence of the ordinary luxuries of American living.

III Causes of Rural Poverty:

- A. Inadequate land resources.
- B. High land values.
- C. A system of Farm Tenancy characterized by unstable occupancy and insecure tenure.
- D. Speculative cash crop farming.
- E. Credit system organized to finance production of cash crops.
- F. Poor management of cash expenditures for consumption goods.
- G. Careless farm and home management.
- H. Poorly organized markets for farm products.

IV Heredity vs. Environment:

- A. Success of a family depends more upon opportunities than upon its inherited characteristics.

References:

"The Farm Security Administration", FSA publication.

"Disadvantaged Classes in American Agriculture", Social Research Report #3.



WHAT FSA PERSONNEL SHOULD KNOW ABOUT RURAL HOUSING

- I General standards for minimum adequate rural housing, in terms of a "home" as well as building standards, and for temporary or emergency housing.
- II The relationship between housing on the farm and the farm business as contrasted to the relationship between urban housing and the urban workers' source of income.
- III Relationship between housing and health.
- IV Landlord's responsibility, whether assumed or not, in providing decent housing.
- V Privilege rent in relation to rural housing and desirability of preventing spread of privilege rent into new areas.
- VI Procedure for use of grants in exchange for work agreements in improving farm houses and particularly types of leasing arrangements between landlords and tenants which would assure the benefits from the grants to tenants.
- VII Standards and methods used in reconditioning farm buildings and new construction in connection with the Tenant Purchase Program. (Reference: FSA Instruction 621.1 I C, "Improvement Standards")
- VIII Familiarity with Resettlement Housing:
  - A. Farm Security projects have set standards for various types of rural housing including Migratory Labor camps and Labor Homes. In many cases, houses have been arranged in better looking and more effective rural communities. Become very familiar with the housing provided on the nearest Resettlement Projects, including costs, number of rooms, arrangements, standards of construction such as safety from fires, accidents, etc. (It should be pointed out by the speaker that costs on some projects include a large subsidy in the shape of relief labor, where settlers themselves were employed in construction work. In projects constructed by contract low unit costs have been achieved).
- IX Familiarity with U.S.H.A 's five or six rural housing experimental projects, if located near one of them.





- X Be familiar with standardized farm house plans developed by the National Home Foundation in cooperation with Federal Housing Agencies.
- XI Methods of using local materials and exchange of labor with neighbors to reduce costs in farm building repairs.
- XII Frank recognition that under certain circumstances decent rural housing cannot be obtained except through Federal subsidy of one kind or another.
- XIII Defense Housing
  - A. Need for additional housing facilities in connection with defense program.
  - B. Not related to rural rehabilitation program.

Reference:

"Rural Housing by the Farm Security Administration" - FSA publication.



FSA INSTRUCTION 731.1

(Sheet 5 reverse, Paragraph XII):

Bring in the use of committee in early stages of action on application. Indicate desire of FSA to be helpful to rejected applicants -- possibility for FDA, C&CS, medical service, sanitation, tenure improvement, relocation, and many others may remain.

Bear down on completeness and realism in building farm and home plan. Emphasize necessity to include maximum effort toward self-sufficiency. Stress importance of the home as a farm enterprise. Show how RR and HM supervisors must cooperate to plan efficiently with the family. Show desirability for diversification of enterprises

This section is weak -- take time to discuss FSA-RR 14 and 14A -- their importance in a rehabilitation effort -- and how to develop and use them with the families.

(Sheet 6. Paragraph XII D):

Outline importance of Loan Agreement and its significance to borrower-- it is his contract.

Vouchers, notes, security instruments are public documents deserving closest attention to accuracy: Reiterate responsibility of RR supervisors in connection with their preparation and use.

(Sheet 7 reverse (6). Paragraph XIII):

A. This is a good time to notify borrower of tentative approval and suggest lining up contemplated purchases.

B. Emphasize again the responsibility of RR Supervisors in handling both government and client's money.

E. Make clear that it is RR supervisor's responsibility to record security documents after having them signed. Point out the danger of failure to record -- mortgage priority based upon filing date -- relate back to need for anticipatory planning to have purchases lined up and ready for closing on delivery of loan check where possible to avoid delay in filing.

F. Confine statement on bank accounts to general terms regarding establishment, operation, etc. (New procedure involving changes will soon be issued -- confusion may be avoided if this subject is given serious attention regarding principle involved, but stay away from details of FUTURE operation.)





G. Explain regional use of subsequent advances. Include statement re:

- a. extra work involved
- b. saving of interest for borrower
- c. use where supervised bank accounts not practical.

H. Point out that supplemental loans are not necessarily to cover up mistakes — frequently it is desirable to plan for supplemental assistance where families' standards are gradually raised.

(Sheet 7 A. Paragraph XIV):

#### BALANCING FARM PLANS WITH GRANTS

Refer back to statement made under "Eligibility".

Bring out policy of "reaching deeper" and the use of grants for limited periods to achieve this.

Define regional policy regarding grants to balance Farm and Home Plans, including:

objectives	—	Illustrate with typical cases.			
methods	—	"	"	"	"
experience	—	"	"	"	"
prognosis.					



I SHOULD A HIGHER DEGREE OF FARM SELF-SUFFICIENCY IN  
YOUR COMMUNITY BE REALIZED IN:

A. Family living?

1. Production and conservation of home grown food.
2. Fuel wood from farm.
3. Homemade clothing.

B. Farm Operations?

1. Livestock replacement.
2. Feed supplies.
3. Soil improvement.

C. Farm labor?

1. Family resources.
2. Exchange.

II REVIEW AND CRITICIZE DISCUSSION METHOD

(FIFTEEN MINUTES)





VISIT TO FARM OF AN APPLICANT TO DEVELOP A REHABILITATION PLAN FOR THE FAMILY.

The group will visit a farm which has been selected for this purpose and which involves some of the typical farm and home management problems found in the region and for which there is a need for Debt Adjustment and the possibility of a Community and Cooperative Service in the community. The group will go through the house, noting the condition of the house, furniture, equipment, sleeping space, storage and canned food, etc. They will walk over the fields and inspect the crops, the garden and the livestock, the barn and other buildings and secure information for developing the plan. Supplemental information for which it is not practical to ask the family will be supplied to the group in narrative form. The trainees will prepare a plan and have it ready for the next laboratory on planning.

If a visit to a farm is not practicable a dramatization can be very effectively given by careful preparation. The dramatization should include an introductory discussion on the significance of farm and home planning and giving the necessary information about the family and the preparation of the supervisors for the planning visit. The dramatization should show the farm and home supervisor developing a plan with the family, using the criteria for the area showing the need for debt adjustment, for better tenure arrangement, and the possibility of a Community and Cooperative Service in the community. The dramatization should also include working out an improved lease with the landlord.

Following is a suggested outline for the dramatization:

- a. Present forms to family and show need for written plan.  
Discuss subsistence production possibilities - cows, poultry, meat, garden, wheat.
- b. Survey home, equipment, poultry, garden, by homemaker and home supervisor, and home plan developed.
- c. Survey of farm, field lay out, and equipment by farmer and farm supervisor, and farm plan developed.
- d. Summary and coordination of farm and home plans by both supervisors and farm family.  
Completion of plans.  
Determination of deficit.  
Preparing pledge of cooperation.  
Plan use of grant.  
Discuss need for better tenure arrangements, community and cooperative services and debt adjustment.  
Get signatures to plans, etc.



FIRST WEEK

WEDNESDAY





RELATION OF FSA PROGRAM TO NATIONAL POLICIES WITH  
REGARD TO SOCIAL AND ECONOMIC SECURITY AND AGRICULTURE

- I How efficient is the economic system we have in this country today?
- II Population trends and problems.
- III Has our economic system been operating at full capacity?
- IV How well has our economic machine been distributing the income which we have?
- V The inter-relationship of distribution of income and the problem of less-than-capacity production.
- VI Deficit spending, the New Deal and the redistribution of income.
- VII Where does FSA fit in the picture?
- VIII The World War and agricultural over-expansion.
- IX The Agricultural Depression, 1931 and 1932, and legislative efforts to farm relief.
- X Agriculture Marketing, production adjustment, soil conservation and the promotion of domestic consumption.
- XI Relationship of FSA program to these general agriculture programs.
- XII Relationship of the national agricultural program to National Defense.

REFERENCES:

- "The Consumer Spends His Income", Nation Resource Committee.
- "Excerpts from Remarks made at a Regional Meeting of FSA Personnel", by James G. Maddox.



HEALTH PROBLEMS AND HEALTH AND SANITATION PROGRAMS

I The place of health in the Rural Rehabilitation program and Tenant Purchase programs.

(A sketch of the factors making up the program using 9-point chart.)

A. Consequences of neglect of health factor:

1. Delinquency in payment of loans.
2. Great amount of time spent in supervisor's office in making provision for individual cases which cannot be disregarded.

II The health factor.

8-point chart.

A number of these - food, clothing, housing - receive consideration through other channels, but health aspect must be kept in mind.

A. Medical Care.

Physicians' services.

Surgery

Drugs

Hospitalization

Dental Care

(Any or all of above services offered together)

1. Method:

Cooperation with medical associations, hospital and dental groups, etc.

Free choice of physician, hospital, dentist, etc.

Fees paid by families pooled into a common fund.

2. Description of operation of medical care unit.

Size of membership fee covered by loan, all or part.

Plan for paying physician.

Difficulties to be watched for.

Some statement of number of units in operation and description of experience to date.





B. Environmental Sanitation.

1. Importance of this program.

Sanitary privies.  
Screening.  
Wells.

2. Agencies cooperating in it.

See report in Annual Report, Office of the Chief Medical Officer, Farm Security Administration, Fiscal Year July 1, 1939, to June 30, 1940.

C. Correction of chronic conditions.

1. Physical examinations for RR clients.

See report in Annual Report, Office of the Chief Medical Officer, Farm Security Administration, Fiscal Year July 1, 1939, to June 30, 1940.

III Typical program for health and sanitation on an FSA project.

Where there is an opportunity for a concentrated program and education in it.

REFERENCES:

"The Medical Care Program for Farm Security Administration Borrowers", FSA Publication.



FSA INSTRUCTION 732.1, 733.1

732.1:

New agriculture lease - Agriculture No. 1 Flexible Farm Lease, Land Leasing associations. Explain importance and application in region. Emphasize that rehabilitation is impossible until a family is stabilized on the land. Therefore, it is necessary in planning that provision for tenure security be made before final arrangements for credit and supervision are closed.

733.1:

(Sheet 1, paragraph I)

The term "excessive debts" means debts that are excessive in amount, i.e., beyond the ability of the farmer to pay; excessive as to repayment schedule, i.e., the regular payments on which are too large to be met out of farm income, or excessive as to interest rates, i.e., where the interest rates are unreasonably high. In other words, whenever debts are not within the ability of a debtor to pay as they become due, they may be regarded as excessive.

(Paragraph II)

An adjustment occurs when "excessive debts", as defined above, are brought within the ability of the debtor to pay as a result of voluntary agreements, etc., with the creditors. In other words, the agreements, etc., with the creditors must constitute one of the principal factors in making it possible for a debtor to meet his debts as they become due, if the case is to be considered an adjustment. In some cases these agreements, etc., can be obtained only by assisting a debtor to obtain the means for making possible the settlement or compromise. Such would be the case when considerable effort is required to obtain from a source other than FSA a refinancing loan or an increase in a commitment for a debtor who needs it to make a settlement with his creditors. These are also considered adjustments.

(Paragraph III)

A. "Encourage and assist voluntary committees" includes organizing, training, encouraging, and advising the committees, as well as actually assisting them in their work with creditors and debtors. It is the job of the FSA employees responsible for the conduct of the RR program in any area to see that the policy set forth in this paragraph is carried out in that area.

B. Instructions with reference to refinancing indebtedness are set forth in detail in FSA Instruction 731.1. Policies followed in refinancing will aid or retard needed debt adjustment, therefore exceptions to agreed upon policies for refinancing will cause difficulty.

C. It should be sufficient to point out here that we encourage the adjustment of "excessive debt" only, and only for those who want to deal absolutely fairly with their creditors. We certainly do not want to help crooks, deadbeats and slickers. To do so would be not only unfair, but exceedingly unwise.





Nothing can make voluntary agreements with creditors harder to obtain than a feeling on their part that they may be taken for a ride by a debtor. Impartiality between creditors is equally important, if their support and cooperation is to be maintained.

(Paragraph IV)

FDA service is available to all farmers and farm families, and their creditors, and definite steps should be taken to see that all families in the county are informed of the services that are available.

(Paragraph V)

The voluntary committees are helpful only if they are carefully selected and well-trained. Otherwise, they accomplish little and the supervisor is required to do their work, if it is done at all. The instructions for handling reimbursement of committee members are presently being revised, and should be made available within a short time.

(Sheet 1 reverse, paragraph VI)

A. This hardly needs explanation — should probably be stressed pretty heavily.

B. It is well to remember that FDA service must also be made available to farmers who are otherwise not clients of FSA. A sensible adjustment of debt for those now outside our program will prevent their falling into the class where they will need a loan, as well as an adjustment.

(Paragraph VII)

After ability to pay has been determined, the method adjustment which should be used becomes evident in most cases. The method used should be that which will result in agreements which bring the indebtedness within the ability of the family to meet as each item thereof becomes due according to the terms of the agreements.

A. Small reductions which have little effect upon whether or not a farm family will succeed or fail should not be reported as adjustments. However, if the reductions, small or large, combined with other FDA work, constitute one of the principal factors in permitting a farm family to meet its debts as they become due, the case may be reported under VII E. The larger reductions which obviously constitute a principal factor in bringing the debts within the ability of the debtor to meet as they become due, may be reported as debt adjustment by reduction.

B. This is self-explanatory. If this method, combined with other FDA work, constitutes a principal factor in bringing the debtor's debts within his ability to pay as they become due, the case may be reported as a combination case under VII E.



(Sheet 2, paragraph VII)

C. To be considered an adjustment by extension the new repayment schedule, as agreed to by the creditors, must be within the ability of the debtor to meet as each item of indebtedness becomes due. Simply putting a creditor off for a time does not constitute an extension -- a definite and reasonable repayment plan, within the ability of the debtor to meet, must be worked out and agreed to by the creditors. When this method is combined with any other, the case should be reported as a combination case, under VII E.

D. The exercise of ingenuity in fitting the cure to the disease is frequently the best part of the FDA work. There are listed here a few methods which can be used in connection with, or separately from, the more usual methods.

E. When more than one method is used to adjust a case, it should be reported under this heading.

(Paragraph VIII)

Illustrations on the use of material available on reports and the making available of this material to county committees.





Wednesday First Week 11:15 - 12:00

I TO WHAT EXTENT ARE THE FOLLOWING CONSIDERED TO BE DESIRABLE FEATURES OF AN EQUITABLE FARM LEASE IN YOUR AREA?

- A. Written.
- B. Long term.
- C. Rate of rent based upon conservative estimate of probable annual returns.
- D. Provisions for diversification of farming to encourage production on the farm of family living and livestock.
- E. Tenant compensated for improvement of farm buildings.
- F. Terms conducive to speculative or to stabilized type of farming.
- G. Arbitration clauses.
- H. "Privilege rent" and cash rent.

II REVIEW AND CRITICIZE DISCUSSION METHOD. ( FIFTEEN MINUTES)



Wednesday First Week 1 - 4:30

### DEBT ADJUSTMENT ACTIVITIES

General Plan: To demonstrate, by dramatization, the needs, problems, objectives and methods of the debt adjustment phase of the FSA program.

- Part I A member of the regional staff, probably the FDA chief, will choose an FDA committee from among the personnel available. It will be important to choose good men for these parts; members of the regional or state staffs who have a pretty good background and can keep things from lagging. The Regional FDA Chief, taking the part of a district FDA specialist, will organize the committee, explaining the history, needs and objectives of the RR program and the debt adjustment phase of the program. The committee members will argue, ask questions and otherwise act as nearly as possible like a trio of local citizens, interested in their community, anxious to assist, but slightly skeptical as to the setup. They will have no set speeches, but will be given certain attitudes to portray. The person who takes the part of the county RR supervisor will also help with the committee organization.
- Part II The county RR supervisor will carry the ball in this scene, altho the district FDA specialist will be present, too. The supervisor will have the debt adjustment committeemen together, explaining the setup on the case under consideration. If practicable, it should be the case visited the day before. The supervisor, the committee and the debtor will develop the farm and home plan sufficiently to make an estimate of the ability to pay and determine what adjustments are necessary. The committee will discuss the plan, ask questions, etc. No set speeches — each person will simply reflect the attitude assigned to him and work out the case just as though it were a regular committee meeting.
- Part III The county supervisor, FDA specialist, committee, debtor and creditors will have a meeting. The committeemen will present the case and explain the whole setup to the creditors, including the problem, the proposed solution and what is necessary for them to do if the solution is to be worked out. The county supervisor and FDA specialist will remain in the background, but should be asked for information about the case, or about technical matters now and then. The choice of persons to act as creditors is quite important. One or two of them can be trainees, but at least half should be old heads who have had some experience in adjusting debts. They will have no set speeches, but will simply be given attitudes to reflect. One or two of the old heads could well start out as pretty tough customers, but end up by





helping get the other creditors in line. The creditors will say just what they would say if they were actually creditors hoping to recover as much as possible from their claims. At the close of the meeting, the Creditors' Agreements (LE 241) will be signed up, the creditors will leave, and the form 89 (Individual Case Report) will be completed. Each trainee should have a set of LE 241 and RR 89 to fill out, too.

The Regional FDI Chief will summarize the case and answer questions following the dramatization.

References:

"Helping the Farmer Adjust His Debts" - FSA publication.

"Regional FDI Manual" - (To be furnished trainees by Regional Office)



FIRST WEEK

THURSDAY





THE RELATION OF FSA PROGRAM TO  
AGRICULTURAL CREDIT INSTITUTIONS AND POLICIES

I What is Credit?

- A. Definition.
- B. Tools.
- C. Wise Use.

II Credit Needs.

- A. Long Term:
  - 1. Real Estate Financing.
- B. Short Term:
  - 1. Production or Operating Expenses.
  - 2. Purchase of Livestock and Equipment.
- C. Marketing:
  - 1. For Farmers' Cooperative Business Organizations.

III Policies of Present Credit Institutions.

- A. Local Banks.
- B. Federal Land Banks.
- C. Federal Farm Mortgage Corporation.
- D. Insurance Companies.
- E. Individuals.
- F. Production Credit Associations.
- G. Furnish Merchants.

IV Credit Available to Low-Income Families.

- A. Furnish Merchants.
- B. Finance Companies.
- C. Local Banks.
- D. Farm Security Administration



V Comparison of Policies of the FSA with other Credit Institutions.

- A. 1. TP loans (Federal land bank and Com-  
2. Project-owned land (missioner loans  
3. Small Real Estate loans (Insurance Company loans  
(Individual loans on land  
(Local bank loans on land
- B. 1. Emergency loans (  
2. ACP loans (RACC loans  
3. Rural Rehabilitation loans (PCA loans  
(Bank loans
- C. 1. Small Cooperative loans (Bank of Cooperatives  
2. Cooperative farms (Bonded districts  
3. Cooperative Lease Association (Individual financing of small  
4. Water Facilities Loans (enterprises  
(Sires

VI Financing Farmers on Farm and Home Plans.

- A. Importance of Realistic Plan.
- B. Relation of Farm and Home Plan to Farm Budget and ability  
to pay.
- C. Importance of Stability of Income.

VII Financing Resettlement Families.

- A. Long term loans
- B. Short term loans
- C. Terms of leases
- D. Purchase contracts
- E. Co-op farms
- F. Co-op leasing associations





BASIC POLICIES OF COMMUNITY AND COOPERATIVE SERVICES

Recognizing that individual low income farmers are helpless in the face of competition and existing circumstances, it is necessary that we give more attention to co-operative activities as a means of aiding them to do something for themselves.

To most effectively use this instrument of Rehabilitation and coordinate group activities with other phases of the Rehabilitation Program, it is necessary that all FSA employees recognize the importance and significance of co-operative effort. Before we as teachers can transmit the co-operative philosophy to those with whom we work, it must be a vital part of our own thinking.

The C and CS program which has been approved to facilitate the working together of RR and low income families in groups to solve their mutual problems of Rehabilitation and the general policies to be observed are as follows:

1. Consolidate gains made with informal groups by more supervision and thorough planning.

In the future, before loans are made, an annual operating plan for the first year shall be prepared by all groups with FSA assistance, and they shall agree to develop and follow approved plans each year thereafter while indebted to the Government. The annual operating plan shall include a budget of income and expenses and an outline of the educational and other activities which will be emphasized by the group during the year. The budgetary section of the operating plan will evidence that the group enterprise will have sufficient annual income to pay all operating costs, meet payments on instalments, provide for depreciation and reserve for future operations. These plans will be approved by the official vested with authority to approve the loans requested.

2. Participation in existing and new organizations.

RR and low income families should be encouraged to participate in existing organizations, whether or not financed by the Farm Security Administration, where such organizations are in a position to satisfactorily meet the needs of the families.

FSA personnel may assist in the development of new organizations to serve the needs of RR and low income families where existing organizations are not fulfilling this purpose.



3. Cooperation with other agencies of the department.

The cooperative enterprises established with the assistance of the FSA shall encourage cooperation in the agricultural programs of the Department as administered by various agencies of the Department to the extent that such programs will contribute to the Rehabilitation of RR and low income families.

The technical advice and assistance of other agencies will be obtained when matters coming within the scope of their respective programs are involved in cooperative enterprises developed by the Farm Security Administration.

4. Group Meetings.

Meetings of the participants or members of FSA financed organizations or groups shall be held both before and after their establishment to obtain active membership participation in the organization and operation of the enterprise. Evidence that such meetings were held must accompany applications for all new group services. An annual operating plan and statement by the county supervisor in the narrative of justification will suffice. A statement in the annual progress report and an operating plan will be sufficient evidence that meetings were held by existing groups. It should be clearly understood that the purpose of these meetings is to develop membership understanding and participation and to encourage members to take an active part in the management and operation of the respective groups.

5. Capital contributions by members.

The individuals who will participate in a cooperative enterprise as participants in a service or as members of an association shall make a substantial contribution to the total capital needed for its establishment and operation.

- a. The amount of the capital contribution which will be required of the individuals in each group enterprise shall be determined from an analysis of their individual financial condition, the direct and indirect benefits which will accrue from membership in the association, and the comparative capital needs of the association for operating expenses, fixed assets and other purposes.
- b. Of the total capital contribution required of each individual some portion shall be made by the individual out of his own resources. Capital contributions will usually be made in cash, but where labor, materials, supplies, or other items of value are needed by the association and the membership requirements permit, contributions to be capital in such other form, contributions in form other than cash will be encouraged in order to obtain a personal investment by the members.





- c. Farm Security Administration borrowers and other eligible individuals who are unable to contribute out of their own resources the entire amount of capital required for membership in the association, as determined by the approving official of the Farm Security Administration, may obtain loans, if otherwise justified, to enable them to contribute that portion of the required capital contribution which it is impossible for them to contribute out of their own resources.

## 6. Methods of Financing Group Activities.

- a. Informal group services such as purebred sires, farm machinery, home services, etc., shall, as a general rule be financed through joint ownership loans. Master Borrower loans should not be made where needed services can be established on a joint ownership basis. Master Borrower loans shall be made only as an exception and not as a rule.
- b. Formal cooperative associations shall be financed through a combination of individual contributions and a direct loan to the association. Loans may be made direct to an association only when a majority of the membership of the association is composed of FSA borrowers or persons eligible for RR assistance, or if a major portion of the services rendered by the association will directly accrue to the benefit of such eligible members. Of the total capital contributions required of each individual some portion shall be made out of his own resources as previously stated.

There also must be evidence that the association cannot obtain the funds needed for its proper functioning from the Farm Credit Administration or other public or private credit sources.

- c. Participation Loans are those made to eligible individuals to finance their membership or participation in existing or new cooperative associations either incorporated or unincorporated.

- (1) This type of loan includes those made to enable the borrowers to acquire membership in an association by contributions to the capital of the organization, such as: Purchase of certificates of interest of indebtedness, membership or a share of stock.

## 7. Purchasing and Marketing Associations.

It is a policy to encourage groups of FSA families to organize purchasing and marketing associations in all counties in the Region where cooperative purchasing and marketing facilities are not available or are not adequately serving FSA families. Such associations are to be developed before the



close of this fiscal year. In those counties where a cooperative purchasing and marketing association cannot be developed, it will be necessary for District and County RR Supervisors to furnish evidence that it is not possible to develop such an organization.

8. Cooperative Land Leasing Associations.

At least one cooperative land leasing association shall be organized in each district in the Region where the security of tenure of RR clients can be improved through such an organization. In those districts where land leasing associations cannot be developed due to insufficient land resources or other conditions which do not lend themselves to such an activity, State Directors and District RR Supervisors shall submit to the Regional Office a justification evidencing that a land leasing cooperative cannot be developed.

9. Unified County Association.

It is the policy of the administration to establish at least one unified county cooperative association in each state in the Region for the purpose of providing the following services for farm families: Purchasing, marketing, tenure, medical, sanitation, and other needed services that lend themselves to group use.

State Directors, after consulting with District Supervisors and the State Cooperative Specialists, should select this county and report same to the Regional Office not later than October 1.

10. A limited amount of experimental work will be undertaken in each of the regions in the organization of a Cooperative Credit Society and the organization of a Cooperative Financing Association. The establishment of these experimental associations is an effort to develop new patterns of assisting low-income families to help themselves and to find new ways of meeting their credit and financing needs.

REFERENCES:

"Buying and Selling the Co-op Way" - FSA publication.

"Managing Small Farmers Co-op's" - FSA publication.

"Good Neighbor" - FSA publication.



Thursday First Week 10:15 - 11:15

PRESENTATION OF SALIENT PROCEDURAL MATTERS PERTAINING TO COMMUNITY  
AND COOPERATIVE SERVICES AS FOUND IN FSA INSTRUCTION 831.1.

Suggested topics which might be covered are:

1. Preliminary steps in development of Community and Cooperative Services.
2. Types of Community and Cooperative Services loans.
3. Eligibility requirements for individuals and associations.
4. Repayment of loans.
5. Rate of interest.
6. Bonds.
7. Security.
8. Contents of dockets.





PURCHASING AND MARKETING SERVICES - GENERAL POLICIES

- A. Membership understanding of organization and operation gained through neighborhood action groups.
- B. Membership limited to FSA borrower families.
- C. All RR, RP and TP borrowers in every county shall be strongly encouraged to work together in a purchasing and marketing association.
- D. Association shall be organized on a county or area basis.
- E. Control vested in membership on basis of one vote per member. No voting by proxy unless such provision is required by state law.
- F. Capital Contributions of Members shall be encouraged.
- G. Limited rate of interest shall be paid on capital investment.
- H. Savings in operation, less reserves, returned to members in proportion to patronage at end of fiscal year.
- I. Immediate full member family participation in services.
- J. Business conducted on a cash basis.
- K. Members pay prevailing retail prices for commodities purchased and receive prevailing market prices for farm and home products sold.
- L. Adoption of standards of quality for farm and home commodities purchased, as well as for farm and home products sold. Use of information available from governmental and private agencies is recommended.
- M. Fair treatment of labor as to wages and working conditions.
- N. Regular reports to members at quarterly meetings, and at special meetings when requested.
- O. Educational program financed from educational fund established by board of directors.
- P. Continuous expansion into new fields of needed services as requested and financed by membership.
- Q. Sufficient operating capital to carry on the business of the association.



R. Annual Operating Plan in accordance with sound business practices.

1. Shall be developed by all associations and they shall agree to develop and follow approved plans each year.
2. Shall be approved by the regional director or his delegatee.
3. Shall include a budget of income and expenses:
  - a. Showing that the association will have annual income sufficient to pay all operating costs.
  - b. Meet payments on indebtedness.
  - c. Provide for depreciation.
  - d. Provide reserves for future operations.
  - e. Other reserves required by sound business practices.

S. Competent Management.

T. Adequate system of records approved by FSA.

U. Annual Audits.

V. Standing and special committees be appointed as needed and trained to serve in capacities assigned by the board of directors.

W. Supervision and control of associations.

1. Where no FSA funds are loaned to the association, the control will be vested in the members, with FSA advisory assistance.
2. The FSA will reserve the right to approve the management and operating policies, the extent of which will depend on the amount of Government funds included, and ability of the members to exercise control through their board of directors.

Discussion Questions pertaining to Purchasing and Marketing Associations:

1. Why a Purchasing and Marketing Association for FSA families?
  - a. Provides opportunity for development of leadership.
  - b. Benefits families in building confidence in themselves and each other.
  - c. Results in economic benefits such as cash savings, better quality goods and obtaining full market value for commodities sold.





- d. Provides vehicle for carrying on an educational program.
- e. Gives low-income and small farmers bargaining power.
- 2. Need for Purchasing and Marketing Service in my unit.
  - a. What are most obvious needs?
  - b. How discover those needs?
  - c. Part families should play in discovering these needs.
  - d. How get families to do something about those supplying needs?
- 3. What are the steps in organization?
  - a. Families discuss buying and selling problems in small neighborhood groups.
  - b. Select leaders to represent neighborhoods in county or area meetings called to discuss organization.
  - c. Leaders return to neighborhood to report action or proceed with selection of directors or incorporators.
  - d. Develop plan of operation.
  - e. Acquaint families through neighborhood group of plan of operation.
  - f. Secure orders for purchase with cash and list products for sale.
  - g. Issue bids.
  - h. Accept bids.
  - i. Notify members as to delivery.

Review and criticize Discussion Method (Fifteen Minutes)



## COMMUNITY AND COOPERATIVE SERVICES ACTIVITIES

Any method or combination of methods of teaching which have been proved by experience to be successful may be employed in the conduct of the exercise for this period. There is attached a list of "Questions and Answers, C & C S, Basic Objectives and Proper Methods" which illustrates the type of material we believe should be presented during this period, by whatever method is deemed preferable and more effective.

### I Typical Cases Utilizing Group Approach.

A period of not to exceed  $1\frac{1}{2}$  hours should be devoted to the presentation and discussion of several typical RR Standard cases in which the group approach has been fully and successfully utilized in the development and operation of the farm and home plan.

It is preferable that a small number (2 suggested) of cases be presented thoroughly rather than a larger number in a hurried and superficial manner. It should be most effective for the State RR Cooperative Specialists, District Supervisors or County Supervisors under whose immediate supervision the typical cases selected have operated to present them to the group.

Although emphasis should be given to each of the group services and cooperative enterprises included in the plans of the cases presented, a definite appraisal of the contribution of the group enterprises to the rehabilitation of the clients should be made and the relationship of the group services to the client's whole farm and home plans should be shown.

Points which could properly be covered in this presentation, to the extent that such points are applicable to the cases selected, are:

- A. Description of the types of group services and cooperative enterprises involved in the plan of the client (specify whether a participant only or a master-borrower, joint-borrower, or one of many borrowers for the establishment of the service).
- B. Detailed steps followed in establishing the group services (need disclosed for the group service when preparing the farm plan, number and character of the meetings held prior and subsequent to establishment of the service).



- C. Manner of operation of the services (how manager selected, amount of fees charged, operating budget, order in which services rendered, reports and records, frequency of meetings of participants, how meetings are conducted, use of these meetings to develop plans for meeting other needs).
- D. Detailed figures to show the financial contribution made by the group services to the rehabilitation of the borrower (lowering of capital expenditures, reduction in operating expenses, change in net worth attributable to group participation).
- E. The use of approved criteria and standards in these services.
- F. The extent to which these group enterprises are operating on a democratic basis, are being used as a channel through which the participants might fill other needs, are being used to enable the participants to more fully participate in community life, and are being merged into larger cooperatives.

## II Dramatization of Group Meeting to Establish Group Services

A period of about 2 hours should be devoted to a demonstration of how the group services needed in preparing a sound farm plan for the case visited may be organized.

It is believed impractical to try to have a meeting of farmers since the circumstances would not be conducive to natural and spontaneous expressions. Members of the training group should be designated to represent the case visited and other farmers invited to attend the first meeting to discuss the proposed group service or services.

The facts brought out in the farm visit should furnish the basis for the meeting. Free expression by all members of the group should be stimulated so as to bring out their individual needs and how the group enterprises might be established to best serve those needs. There should be no decision in advance as to how the service should be organized, whether as an unincorporated simple service of the master or joint borrower type or in some other way. The meeting should be conducted in such a way as to bring out the advantages of having the service or services established on a truly cooperative basis, with the following elements present:





- A. Equitable contributions to the capital by all members of the group.
- B. One vote per member and no voting by proxy.
- C. Distribution of profits to the members of the group.

This period should illustrate the usual necessity for more than one meeting in order to complete the organization of a group service. It is suggested that a recess will demonstrate the interval during which those present at the first meeting will discuss with their neighbors the various organization and operating details of the service. This will crystallize in their thinking the steps to be taken at the second meeting.

The second meeting should be dramatized during this period at which an agreement is reached by the participants resulting in the completion of the organization and the establishment of the service.

A third meeting following a short recess might be held at which the checks will be distributed, plans completed for purchase of facility and understanding reached as to maintenance of records and operation of the facility.

#### REFERENCES:

"Community and Cooperative Service Loans", FSA publication

"Co-ops for the Small Farmer", FSA publication.



QUESTIONS AND ANSWERS  
COMMUNITY AND COOPERATIVE SERVICES  
BASIC OBJECTIVES AND PROPER METHODS

I What are the principal objectives of the Community and Cooperative Services program?

ANSWER: The over all objective of Community and Cooperative Services is to assist low-income farm families to use group action in achieving their rehabilitation. There are many milestones on the road toward this ultimate rehabilitation objective which include the following:

- A. To obtain facilities and services for low-income farmers which they as individuals would not be able to afford.
- B. To keep capital investment to a minimum.
- C. To keep individual operating costs to a minimum.
- D. To enable small farmers to compete with larger operators.
- E. To enable low-income farmers to enjoy the benefits of technological improvements.
- F. To help maintain the family-type farm.
- G. To facilitate a change from a one cash-crop economy to a diversified crop program.
- H. To provide the medium through which to carry on an educational and supervisory program.
- I. To provide types of organization and plans of operation which will serve as patterns to guide these same groups in meeting other needs and other groups in obtaining needed services.
- J. To help families help themselves.
- K. To give individuals and small groups an opportunity to attain a self-sufficiency, to become integrated in the community and to become a part of larger cooperative enterprises.

II What types of Community and Cooperative Services loans are made by the Farm Security Administration?

ANSWER: Master-borrower, joint-borrower, participation and direct association loans. (The combination loan includes both participation and direct loan.)

III What steps should be taken by the supervisor to insure maximum understanding of group services?





ANSWER: He should help families to discover their needs and ways and means of satisfying them through the use of group services. The families should be led to discuss their individual needs in groups so that their thinking may be crystallized as to what their needs actually are. This may best be accomplished by the calling of a first meeting to be followed by others where desirable in order that the interested families and prospective users of a service in the community may discuss their needs. The outgrowth of such meeting or meetings may be the organization of a specific service and the development of a definite plan of operation.

- IV What is the definite responsibility of the supervisor for furnishing guidance in the sound use of Community and Cooperative Services as an instrument of rehabilitation?

ANSWER: He should in developing standard farm and home management plans for applicants be ever alert to the needs disclosed thereby which can most effectively be met on a group basis. These needs should be called to the attention of the applicants and should be discussed with them. The supervisor should call a meeting of those whose farming operations disclose similar needs.

- V What is the supervisor's responsibility with these groups following the organization of a service?

ANSWER: He should offer advice and guidance in order to assist the service in operating satisfactorily in obtaining a maximum participation and in the maintenance of adequate records. This guidance and advice should never take the form of "running" the service. Decisions relative to the organization and operating policies should be left to the members of the group or their chosen representatives. If at any time the service is not operating effectively the County Supervisor should assume responsibility for calling a meeting of the members of the group to discuss its difficulties and to decide upon remedial action.

- VI For what purposes may such organized groups be used other than for the furnishing of the specific services?

ANSWER: These groups may be used as one medium through which the supervisor may carry on a general supervisory program with respect to those families included in the group. At meetings of the members of the groups their farm and home plans may be reviewed and revised from time to time and the general farm program as it applies to their individual farms and their community may be discussed.

- VII How can these groups be integrated into other community activities and the larger cooperative movement?



ANSWER: Through active participation in these smaller groups on a true cooperative basis the confidence of the participants should be inspired both in themselves and in each other. Likewise through the assumption of individual responsibility in organizing and operating simple group services leaders will thereby be trained for the assumption of responsibility in organizing and operating other civic and business activities in the community. Furthermore, as the members of a simple community service assume leadership in other community enterprises the work of the small community service will naturally and effectively be integrated into the whole community life.

In the same manner, as the families develop an understanding of the simple group type of services and begin to reap the economic and social benefits from such activity their vision will be broadened and they will consequently seek to apply the cooperative principle to the organization and operation of other needed services, or of larger cooperative associations. Likewise, the members and leaders of a small group enterprise will recognize the need to federate or coordinate its activity with that of groups with similar purposes in the same or other areas.

VIII In what way does the successful operation of these small groups definitely relate to the maintenance of democratic processes?

ANSWER: The successful operation of group services on a truly cooperative basis should definitely aid in the maintenance of democratic processes by giving reality to the ideal of "all for one and one for all." In contrast to individual profit, management, and control inherent in individual enterprises these group services should foster democratic ideals through the assumption of responsibility, participation, ownership, and profits by all the members of the group.



FIRST WEEK

FRIDAY





OBJECTIVES OF FARM SECURITY ADMINISTRATION

- I The long-run objectives and purposes of the Farm Security Administration are:
- A. To relieve human suffering and misery and to increase real income in rural communities by making possible self-sufficient farm and home operations.
  - B. To help farm families improve their living standards and contribute to the national economy by rendering assistance and advice on problems of health, housing, and sanitation.
  - C. To provide for better land use by making possible the curtailment of wasteful practices.
  - D. To lighten the loan on the rural debtor by helping needy farmers plan their operations and adjust their debts.
  - E. To check the trend toward increased tenancy and stabilize and improve rural life by promoting ownership of family type farms through long term, low interest rate loans to worthy tenants, share croppers and farm laborers.
  - F. To foster a richer and more cooperative community life by exploring and demonstrating the potentialities of group activity.
  - G. Actually to create a variety of new rural communities, providing in them for low-income farm families at least adequate standards of housing, health, schooling, and community services.
  - H. To improve the living conditions, housing and health of migratory farm labor; to attempt, through use of labor homes and other devices, to stabilize migrant families; to show that study, foresight and management can make an improvement in this most difficult problem and that this unfortunate class in the agricultural population utilizes all facilities offered and is capable of self-improvement.
  - I. To assist families to understand their capacities to pay and to determine the capacity of the land to pay for family expenses and for the annual cost for its use.

REFERENCES:

Four Speeches From Report of Conference at Wardman Park Hotel, September 18-23, 1939.

"Points Receiving Special Emphasis in the 1941 Program of the Farm Security Administration".



PURPOSES AND PROCEDURES IN INVESTIGATIONS OF FIELD OFFICES

I Operation of the Investigation Division:

- A. Not a police force — attitude of helpful cooperation.
- B. Are our Special Agents "G-Men"?
- C. Are our Special Agents members of the Department of Justice?
- D. As administrative arm to give a bird's-eye view of entire program.
- E. To point out bad spots so that corrective action can be taken.
- F. To show defects in procedural methods of operation so that method of approach and administrative procedure can be changed.
- G. To show general results of method of operation (either good or bad).
- H. Not authorized to issue instructions, make recommendations, or to take any corrective action.

II Purposes of Various Types of Investigations:

- A. RR surveys.
- B. TP surveys.
- C. Project inspections.
- D. Complaint cases:
  - 1. Financial irregularities.
  - 2. Expense account cases.
  - 3. Disposal cases.
  - 4. Discrimination cases.
  - 5. Misconduct cases.
  - 6. Miscellaneous cases.

III Methods Used.

IV What should be your reaction if a Special Agent appears at your office?

V Conclusion.





Friday First Week 10:15 — 11:15

FSA INSTRUCTIONS 730.5, 731.3, 742.1

730.5:

Explain the use and purpose of the "Loan Submission Check Sheet" Form FSA-RR 191 revised, and the "Security Transmittal" Form FSA-RR 378.

731.3:

4-H and Club Loans. Make clear that small loans to minors to finance supervised projects are not limited to 4-H, but include FFA - Vocational Agriculture students. Purpose, to teach by self-demonstration better agricultural practice and management of cash and cash credit.

742.1:

Emergency Rehabilitation Loans Criteria and County Office Routine.



- I WHAT IS THE FAMILY TYPE FARM IN AREAS WITH WHICH YOU ARE FAMILIAR AS MEASURED IN:
  - A. Labor requirements?
    - 1. Utilization of available family labor.
    - 2. Hire of outside labor.
  - B. Supply of capital?
    - 1. For family living.
    - 2. For farm operations.
  - C. Family income?
    - 1. Cash.
    - 2. Non-cash.
- II SUGGESTED DEFINITION.
- III WHAT DO YOU KNOW ABOUT A CO-OP TYPE FARM?
  - A. To what type of farming is it adaptable?
  - B. What are the limitations on its use?
  - C. In what type of situation does a Co-op type farm meet the needs of a low-income farmer better than a family-type farm?
- IV ADJUSTMENTS WHICH CAN BE MADE THROUGH C&CS TO BRING INTO BEING THE FAMILY TYPE FARM AND MAINTAIN SUCH FARMS?
- V REVIEW AND CRITICIZE DISCUSSION METHOD. (FIFTEEN MINUTES)



Friday First Week 1:00 — 4:30

#### FARM AND HOME PLANNING

A farm and home plan will be developed for the family and farm visited. This will be done by calling upon different individuals to present his or her plan for various segments of the complete plan. The completed plan will be a compilation from the various plans, and one which has universal agreement.





FIRST WEEK

SATURDAY



THE ORGANIZATION OF THE U. S. D. A. AND OF  
THE FARM SECURITY ADMINISTRATION

I The U.S.D.A. - "The Farmers' branch of Government"

A. Objectives:

1. To help the farmer solve problems of -

Production  
Marketing  
Farm Organization  
Land Tenure  
Land Utilization

2. To help farmers raise their income.
3. To help guarantee the nation's food and drug supply.

B. Five Main Types of Work:

1. Research.
2. Planning.
3. Education.
4. Action.
5. Regulatory.

(These functions overlap and interpenetrate. Each of the Department's bureaus has something to do with them all.)

C. Organization:

1. Office of the Secretary

Under Secretary, Assistant Secretary, Assistants to the Secretary.

2. Outline of Offices, Bureaus, Services and Administrations.

Purposes and functions of each.

3. The FSA - an integral part of the U.S.D.A.





## II The Farm Security Administration

An administrative bureau which carries on (1) Planning, (2) Education and (3) Action in the interest of low-income farm families as its major types of work.

### ORGANIZATION

#### In Washington

##### A. Office of the Administrator:

###### 1. Administrator:

Assistant Administrators  
Special Assistant to the Administrator  
Economic Adviser to the Administrator

###### 2. Chief Medical Officer and Staff.

##### B. Staff Divisions and Their Functions:

###### 1. Business Management Division.

###### 2. Finance Division

###### 3. Information Division

###### 4. Investigation Division

###### 5. Personnel Division

###### 6. Labor Division

###### 7. Procedure Division

###### 8. Office of the Chief Engineer.

##### C. Operating Divisions and Sections:

###### 1. Resettlement Division (RP):

Land Acquisition Section  
Real Property Control and Insurance Section  
Community and Family Services Section, including Education Unit



Cooperative Services Section.

Migratory Camps and Labor Homes.

Industrial Development Section.

2. Rural Rehabilitation Division:

Planning and Control Section.

Community and Cooperative Service Section.

Farm Debt Adjustment and Tenure Improvement Section.

Home Management Section.(Also function for RP and TP)

Farm Plan and Loan Section.(Also function for RP and TP)

Collection Section.

3. Tenant Purchase Division:

Administrative Control Unit.

Earning Capacity Analysis Unit.

Field Supervisory Unit.

Records and Statistics Unit.

TYPICAL ORGANIZATION OF REGIONAL STAFF

A. Regional Director:

Assistant Regional Director - Resettlement.

Assistant Regional Director - Rural Rehabilitation.

Tenant Purchase Chief.

B. Staff Divisions, Sections or Officers:

1. Business Management.

2. Personnel.

3. Finance.

4. Labor.

5. Information.



C. Operating Divisions:

1. Resettlement.

Projects - Community Managers.

2. Rural Rehabilitation.

State Office - State Director & Staff.

District Office - District RR Supervisor, District HM Supervisor & Staff.

County Office - County RR Supervisor, County HM Supervisor & Staff.

3. Tenant Purchase, Chief and Specialists.

4. Cooperative Staff.

D. State and County Advisory Committees:

1. State FSA Advisory Committees to act in an advisory capacity with respect to TP and all other phases of the FSA program.

2. County RR Advisory Committees to assist in carrying out the RR program.

3. County TP Committees, appointed in accordance with Title I of the Bankhead-Jones Farm Tenant Act to select and certify as to the eligibility of all approved applicants and to certify as to the agricultural value of all farms for which TP loans are made.

4. County FSA advisory councils to cooperate with local groups in planning and developing a coordinated attack on community problems as they affect low-income farm families.

5. County FDA committees to assist in carrying out the FDA program.

(Note): In order that the personnel attending the school may become acquainted with the staff it is requested that the names of the individuals in charge of various divisions and sections be furnished.

REFERENCE:

"The New Department of Agriculture", addresses by M. L. Wilson.

"Achieving a Balanced Agriculture", U. S. D. A. publications.



THE UNIVERSITY OF CHICAGO

PHYSICS DEPARTMENT

RECEIVED

1954

PROFESSOR OF PHYSICS

CHICAGO, ILLINOIS

DEAR SIR:

I have the pleasure to inform you that your application for admission to the University of Chicago has been accepted.

You will receive a letter from the Registrar regarding your admission.

Very truly yours,

ROBERT A. FISH

Professor of Physics  
University of Chicago  
Chicago, Illinois

Enclosed for you are two copies of the University of Chicago Catalogue for the year 1953-1954.

I am sure that you will find the information contained therein of great interest and value. I am sure that you will find the University of Chicago a most interesting and stimulating place in which to study.

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Sincerely yours,

ROBERT A. FISH

FISCAL PROCEDURES AND POLICIES IN FIELD OFFICES  
AS THEY RELATE TO THE WORK OF THE FC DIVISION

I Regional Organization of the FC Division:

- A. General responsibilities of the FC Manager and his key men.
- B. Relations with the fiscal agencies of the Government and how they affect the work of the field offices.

II Major functions of the Finance Division:

- A. Examining vouchers for proposed disbursements to insure their payment.
- B. Keeping the official accounting records:
  - 1. Budgets.
  - 2. Obligations.
  - 3. Expenditures.
  - 4. Loans.
  - 5. Grants.
  - 6. Bills and statements of account.
  - 7. Receipts, preparation, flow and distribution.
  - 8. Relation of official accounts to field records.
- C. The flow of vouchers from the county office until a check is issued.
  - 1. Travel Vouchers.
- D. Travel Regulations:
  - 1. The chief requirements governing travel, with emphasis on use of automobiles.
  - 2. Most common errors made in preparing travel vouchers.

THE FIRST BOOK OF SAMUEL

CHAPTER I

1. ELI THE PRIEST

2. THE BOY SAMUEL

3. THE VOICE OF THE LORD

4. THE LAMP OF THE LORD

5. THE SACRIFICE OF SAMUEL

6. THE CALL OF SAMUEL

7. THE ANOINTING OF DAVID

8. THE DEATH OF ELI

9. THE RISE OF DAVID

10. THE PROPHET

11. THE KING

12. THE LORD

13. THE LORD'S NAME

14. THE LORD'S NAME

15. THE LORD'S NAME

16. THE LORD'S NAME

17. THE LORD'S NAME

18. THE LORD'S NAME

19. THE LORD'S NAME

E. Payroll procedure and regulations:

1. Documents relating to payrolls prepared in field offices.
2. Method of effecting payment and time required to get checks to field offices.

III Bonding.





Saturday First Week 10:15 - 11:15

## HIGHLIGHTS OF INSTRUCTIONS ON THE TENANT PURCHASE PROGRAM

(For RR Personnel)

### 601.2 - Basic Authorizations

Because of limited time, consideration of this instruction should be confined to summarizing the provisions of Title I and Title IV of the Bankhead Jones Farm Tenant Act as set out in Section I of the instruction.

### 611.1 - Criteria for Selection of Applicants

Discuss and summarize eligibility requirements, emphasizing the importance of selecting well qualified families who are genuinely interested in attaining ownership of the family-type farms. It would be well also to touch on the importance of having a proper understanding with borrowers concerning the terms of their loans before final selection, pointing out that this can be accomplished by group meetings of borrowers or by individual conferences, and that in addition one of the best means of effecting such an understanding is the "agreement", Form FSA-317. The "agreement" should be read and discussed point by point. The policy with respect to loans for the purchase of farms owned by parents or near relatives should be discussed and mention made of the fact that the program has been subject to some public criticism on this score and that the spirit of the regulations should be rigidly observed.

### 621.1 - Criteria for Selection of Farms

Particular stress should be given to the necessity of farms being economic farm management units which must be purchased at prices consistent with their earning capacity. Minimum improvement standards should be itemized and discussed. The definition of a family-type farm given in Paragraph III A should be read and elaborated upon with an explanation given of the restrictions against sharecroppers, hired labor, and the leasing of additional land.

### 623.1 - Farm and Home Management Plans

Since this instruction makes clear the distinction between the annual plan and the long-time plan, as well as the distinction between earning capacity reports and farm and home management plans, it should not fail to be included. Procedure in developing farm and home plans should be stressed. However, the reading of the instruction should accomplish the desired purpose and little elaboration will be necessary.



### 631.1 - Loan Criteria

Part I should be discussed briefly under its general headings and the attached regional exhibit for the value of the average farm unit of thirty acres and more should be explained.

### 658.1 - Variable Payments

It should be pointed out that Section 48 of the Act (See F, 601.1, I D) authorizes variable payments and that this is unique in that it is the first instance in which the Congress has recognized in agricultural credit legislation an important need for correlating the amount of annual debt retirement with annual income. The importance of the supervisor's role in giving borrowers the proper understanding of the variable payment plan, and explaining its advantages to them, should be stressed. The pamphlet "Explanation of Variable Payment Plan" should be used in this period.

(Note): See FSA Instruction 631.1, Exhibit A.

#### REFERENCE:

"Explanation of Variable Payment Plan", FSA Publication.





## A G R E E M E N T

### BETWEEN THE UNDERSIGNED TENANT PURCHASE BORROWERS AND THE FARM SECURITY ADMINISTRATION

In obtaining a loan through the Farm Security Administration with which to buy a farm, it is our intention to cooperate fully in carrying out the provisions of the Bankhead-Jones Farm Tenant Act which made such a loan possible. We are satisfied with the farm we are getting and with the plans for repairing, improving, and operating it which we have developed with the help of the Farm Security Administration. We expect to live on and operate the farm and to maintain it as a family-type unit. Until our loan is repaid we agree:

1. Not to hire outside labor, except as necessary to carry out the provisions of farm and home management plans approved by the Farm Security Administration.
2. Not to rent our farm in whole or in part to anyone else.
3. Not to rent or operate additional outside lands without the written consent of the Farm Security Administration.
4. Not to operate our farm under any sharecropper arrangement.
5. To complete all new construction and all repairs and improvements on our farm as promptly as possible, according to our agreements; and not to change or modify the repair and building program without the approval of the Farm Security Administration.
6. Not to purchase additional land or sell any portion of our farm without the written consent of the Farm Security Administration.
7. In the event of unforeseen developments causing us to desire to sell the farm we agree to sell it to a buyer approved by the Farm Security Administration.
8. Should it become desirable for some younger member of our family to take over and carry on the operation and management of the farm, we will try to work that out in a manner that will preserve it as a home for us and maintain it also as a one-family farm.
9. We will do our best to maintain and improve the soil, prevent erosion, and keep all terraces, ditches, fences, and buildings in good repair; pay taxes and insurance before they become delinquent and otherwise care for the farm.





10. Not to sell or lease any timber or mineral rights without approval of the Farm Security Administration.
11. To keep the Farm Security Administration Family Record Book to the best of our ability and to follow as closely as possible the farm and home management plans developed by us with the help of representatives of the Farm Security Administration. We will not change these plans after they are agreed to, without discussing the desirability of such changes with our farm and home supervisors.

Date: \_\_\_\_\_

\_\_\_\_\_  
Borrower

\_\_\_\_\_  
Wife of Borrower

The Farm Security Administration accepts this statement of the intentions of this borrower and his wife. Should unforeseen circumstances arise which justify a change in any part of this agreement, the Farm Security Administration agrees to make such modifications as are consistent with the law under which the loan was made and to further at all times the welfare and interests of the borrower.

Date: \_\_\_\_\_

\_\_\_\_\_  
For the Farm Security Administration

(Form FSA 317)



Saturday First Week 10:15 - 11:15

IMPORTANT ASPECTS OF THE RP PROGRAM

(For RP Personnel)

A discussion will be conducted by RP representatives of important aspects of the RP program. No outline is being furnished by the Washington staff. However, an outline should be prepared in the region and approved by the regional training committee.





Saturday First Week 11:15 - 12:00

WHAT DANGERS STAND IN THE WAY OF A SUCCESSFUL LONG-TIME TP  
PROGRAM IN A COUNTY AND WHAT PREVENTIVE MEASURES ARE AT THE  
DISPOSAL OF COUNTY SUPERVISORS?

(For RR Personnel)

In what way may the following factors operate so as to enganger  
the long-time success of TP?

- Operating credit
- Repayments on loans
- Farm practices
- Practice with respect to living at home
- Inheritance
- Labor supply on the farm

In what way do the following factors guard against dangers?

- Annual farm plan
- Annual meeting
- Record Book and TP-14
- Day to day supervision
- Cooperatives - purchasing and marketing,  
medical, etc.
- Borrower's Agreement
- To what extent may good selection and ade-  
quate supervision during the first years  
give assurance of long-time success?

This period should be in the nature of a discussion. The discussion  
should be led by a member of the Regional Office staff (preferably  
the TP Specialist) who is familiar with the TP program.



Saturday First Week 11:15 - 12:00

IMPORTANT ASPECTS OF THE RP PROGRAM

(For RP Personnel)

This hour is to be devoted to a continuation of the presentation of the subjects listed for 10:15 - 11:15.



Saturday First Week 1 - 4:30

### SUPERVISORY FARM VISIT

A farm visit will be made to an FSA family to demonstrate the techniques employed by supervisors in making effective farm visits. Each supervisor should attempt to get a well rounded picture on the farm, and will complete a farm visit report, Form FSA-RR 19 revised, containing his or her recommendations. These visit reports will then be discussed in the Monday meeting.

If a visit is not practical a dramatization of a supervisory visit to an FSA family showing:

1. The preparation for the visit.
2. The technique and methods employed during the visit to show how the supervisor actually gives guidance and advice in solving the problems of the family.
3. Plans with family for next visit.
4. The follow-up of the visit using the 19, recording information in area guide, and sending family any materials promised on visit.





SECOND WEEK

MONDAY



TOOLS OF THE FARM SECURITY ADMINISTRATION

- I    The place of farm debt adjustment activities and tenure in developing a family business:
  - A.   Ability of the family business to pay debts.
  - B.   Relation of debt adjustment and family budget to the financial status of the family.
  - C.   The relationship of the family's ability to pay and tenure status.
- II   The use of community and cooperative services in developing a family business:
  - A.   Cash required for operating equipment.
  - B.   Necessity for increasing the inventory of the family business:
    - 1.   Better equipment.
    - 2.   Improved livestock.
  - C.   The effect of improved community conditions on the family business.
- III   Necessity of operating good loans in developing sound family business:
  - A.   Use of loans in effecting adjustment of the family business.
  - B.   Use of loan funds in managing the family business.
- IV   Developing the family's ability to manage by supervision:
  - A.   Learn by doing.
  - B.   Frequency of supervision.
  - C.   Tools used during supervision.
- V    The relation of farm and home management tools to the family business:
- VI   The effects of using only part of the FSA tools upon the family business:
- VII   The extent to which farm ownership can solve the problems of tenancy.

REFERENCES:

- "Community and Cooperative Services," FSA publication.
- "Farm Tenure Improvement," Interbureau Coordinating Committee, 1940.
- "Security for Tenants," FSA publication.
- "Co-ops for the Small Farmers," FSA publication.





Monday      Second Week      9:15 - 12:00

TOUR OF REGIONAL OFFICE

A physical tour of the Regional Office to acquaint the trainees with the various units and sections in the Regional Office. The general functions of each unit and section should be explained during the tour.

In those regions where the number of trainees is large, they should be divided into small groups and the groups conducted on the tour by several regional officials.



Monday      Second Week      1:00 - 4:30

## SUPERVISION AND SERVICING METHODS

The Visit Reports prepared by the trainees will be presented and discussed in order that individual trainees may see the points which they missed in writing up their report of the visit. This process has the effect of throwing the trainee whose horizon is too limited up against the individual who has a good grasp of the job.

A demonstration will then be given by a farm supervisor and a home supervisor of the proper approach and techniques in making a farm visit. This will be followed by discussion and criticism to bring out the teaching points desired. The revised Farm Visit Report will be used for these meetings.

### REFERENCES:



SECOND WEEK

TUESDAY





METHODS AND TECHNIQUES IN PLANNING AND SUPERVISION

- I First important principle in planning is that of the family planning together and discussion of their present needs and the causes of their difficulties:
  - A. Economic and natural conditions beyond their control.
  - B. Things the family now sees, in the light of experience, that if done differently would have avoided some of the present problems.
- II Leading families to recognize and state the most important things they want to accomplish, such as:
  - A. Retain possession of their land, as owners or renters.
  - B. Keep their chattels and increase their equity in them.
  - C. Have a reasonably satisfactory level of living, while working out their economic problems.
  - D. Pay off their debts.
- III Obtaining an understanding with families of the need for an organized attack on their problems:
  - A. Borrowing money alone has not solved their problems and will not solve them.
  - B. All planning to be done and practices to be followed must be part of the answers of their problems.
  - C. The answers to the problems of small-scale farmers are not necessarily the same in detail as the practices of larger scale commercial farmers.
- IV Listing with the families:
  - A. The general steps that may be taken in the first year of the rehabilitation process, as:
    - 1. Debt adjustment.
    - 2. Security of tenure.
      - a. Basic parts and provisions of a good lease.
      - b. Annual cost that can be paid for the use of land.
      - c. Leasing policies that prevent security of tenure.
    - 3. Some changes in crop program including conservation practices.



4. Some changes in livestock program.
  5. Production and conservation of food.
  6. Increasing home equipment.
- B. The steps which appear necessary to a complete solution of their problems but which require a longer time and perhaps group action for effective results, such as:
1. Reduction of excessive tax assessments and rates.
  2. Improved sire services.
  3. Better marketing arrangements.

V Presenting and discussing improved practices on farm and home visits and in group meetings:

- A. Recommendations clear and practical.
- B. Recommendations clearly related to the accomplishment of the families' aims.
- C. Citation of successful applications of the recommendations under local conditions.
- D. Simple examples and illustrations of the inter-relation of certain practices to each other in a balanced plan of operations, as:
  1. Labor distribution and cash labor expense.
  2. Hay and pasture improvement as related to cash feed expense.
  3. Cash family living cost and volume of farm product sales needed to provide the amount out of net income.
- E. Field and home meetings to see results of practices carried out.
- F. Summarized record book data tying in the use of good practices with financial gains.
- G. Recognition of fact that full appreciation of an improved practice by a family comes only after family attitude has changed and after the practice has been put into effect.





## OFFICE MANAGEMENT PROCEDURE AND POLICIES FOR FIELD OFFICES IN THE FSA

(NOTE: The following topics are all, more or less, covered in U.S.D.A., FSA or other government regulations. However, it is believed that in many instances a more thorough understanding by the field personnel of the various reasons for the regulations will enable them to have a better understanding of the services which are available through the Business Management Division. The subtopics outlined under the respective major headings are rather all-inclusive, and if time will not permit, the discussion may be reduced by eliminating the topics which in the past have not presented any unusual difficulties.)

### I Procurement and requisition procedure:

- A. Basic statutes.
- B. Departmental policies and regulations.
- C. Requisition procedure including the preparation and submission of requisitions on ninety-day requisitioning basis.
- D. Restrictions on purchases.
- E. Classification of procurement (supplies and printing and binding).
- F. Post Office box rent.
- G. Government bills of lading (including temporary receipts and certificates in lieu of lost bills of lading and claims for property damaged in shipment).

### II Property accountability and responsibility:

- A. Classification of property.
- B. Receipts and inspection of materials (receiving and inspection reports).
- C. Custody and responsibility.
- D. Inventories.
- E. Transfer of property accountability.

### III Travel:

- A. Authority to travel.
  - 1. Request for letters of authorization.
- B. Authority to attend meetings.



- C. Transfer of official station.
- D. Temporary detail.
- E. Modes of travel.
- F. Use of Government transportation requests.

#### IV Files and records:

- A. Communication services.
- B. Use of franking privilege.
- C. Preparation of correspondence.
- D. Classification and filing.
  - 1. Maintenance of general subject files.
  - 2. Maintenance of case files.
  - 3. Retirement of file material.

#### V Office space:

- A. Federal buildings.
- B. Other free space.
- C. Leasing.
- D. Arrangement.
- E. Lighting.
- F. Utilities.



Tuesday Second Week 10:15 - 11:15.

FSA INSTRUCTION 741.1

(Sheet 1):

Outline lack of other aid available to destitute rural families -- i.e., no WPA projects, limited state resources, etc.

Elaborate on use of RR 197 as a device to secure cooperation of grant recipient to assist himself through constructive work on his own farm.

(Sheet 1 reverse):

ELIGIBILITY: Stress fact that grants are valuable device for assistance during development period for a standard loan.

Note that FSA attempts to assist employables, leaving incapacitated to other agencies, i.e., local welfare boards, social security, etc. Principle is that FSA is primarily a rehabilitation agency not immediately involved in direct relief except as a means to assist a family to become re-established in its community.

PURPOSE: Again note that grants are aimed at rehabilitation as opposed to continuing subsidy.





A SATISFACTORY LEVEL OF LIVING

I. What do you consider essentials for a minimum satisfactory level of living for low income farm families?

A. In Housing?

1. In your area what are the housing conditions as you have observed them?
2. In what respects should housing be improved?
3. What do you consider should be the minimum requirements in housing for low income farm families?
4. How can low income families be assisted in meeting minimum requirements in housing?

B. In Health?

1. What are the chief causes of illness in your area?
2. To what extent does poor health retard progress?
3. How do chronic states of illness and "below par" feeling affect progress?
4. What can families at low income level do to improve their health?

C. In Household Equipment?

1. What do you consider the essentials in household equipment and furniture for low income families?
2. What can FSA families do to have these?

D. In Clothing?

1. What are the effects of inadequate clothing on the progress of the family?
2. What should be the minimum essentials in clothing for low income families?
3. What suggestions could you make to a low income family to help with their clothing problems?

E. Are there any other essentials for a minimum satisfactory level of living besides food, clothing, health, shelter, equipment? If so, what are they and how can families have them?



## GROUP MEETINGS

A well planned dramatization of a group meeting should be given, showing the techniques and methods necessary in conducting successful group meetings.

An annual meeting of RR borrowers, would be an effective demonstration and would be a good follow-up to the laboratory on Record Books.





SECOND WEEK

WEDNESDAY



FSA FIELD PERSONNEL AND THE COMMUNITY

- I The necessity for establishing constructive relationships between Local FSA supervisors and local representatives of other agencies, for maximum correction of problems of low-income farm families.
- II The need for and progress in developing mutual understanding at state, regional and national levels of the agencies concerned with the problems of low-income farm families, as a requisite to satisfactory relationships at county levels.
- III Means of obtaining an understanding of the objectives, organization and functioning of the FSA among leaders in the counties and communities, including both the employees of other local and governmental agencies and leaders of farm organizations:
  - A. Conferences with leaders of groups and representatives of agencies on the problems of low-income farm families and the present and potential contributions of the families and the respective agencies toward the solution of the problems.
  - B. Talks to organized groups such as church groups, clubs, professional groups, farm organizations and others.
  - C. Tours of community leaders to farms where problems are being solved and economic and social progress is being made by FSA borrower families. Discussion of the planning, carrying out of plans, and results.
  - C. Printed, mimeographed, or news releases describing coordinated work.
- IV Means of obtaining understanding by FSA supervisors of the present and potential contributions of other agencies in the work with farm families.
  - A. Membership in or attendance of affiliation in selected local groups, as clubs and churches.
  - B., C., D., (As indicated under III)
- V Means of obtaining increased participation by borrower families in beneficial community activities and programs, such as:
  - A. Participating with the families, where feasible, as in social activities.
  - B. Developing spirit of proprietorship and recognition of the need for individual support of and responsibility for group endeavors.
  - C. Simple examples of benefit to individuals from participating in specific public services or group activities.



## COUNCILS AND COMMITTEES

## 1 Why Have Councils and Committees?

## A. State

1. To advise with State and Regional FSA officials with respect to adopting broad, national FSA policies to local conditions in their respective States.
2. To inform State and Regional FSA officials of their own reactions and of the reactions of the public in general to the FSA programs.
3. To assist in coordinating the FSA programs with other activities.

## B. County

1. To cooperate with local groups in planning and developing a coordinated attack on community problems as they affect low-income farm families.

## II Council and Committee Organization

- A. State Advisory Committee
- B. County Advisory Council
- C. County RR Committee
- D. County FDA Committee
- E. County RP Committee
- F. Appointment of Members
- G. Compensation

## III Selection

- A. All FSA Personnel concerned with Committees should be constantly on the lookout for good committee prospects.
- B. Consulting outside individuals, such as vocational agricultural teachers, superintendents of schools, leading farmers and citizens.





- C. Majority of Committee should preferably be between 35 and 50 years of age.
- D. Belief in the family-type farm is important qualification.
- E. Present and past members of the county Councils and Committees are good sources from which to recruit State Committee members.

#### IV Training

The training of Committee and Council members is extremely important and should be continuous and unending.

- A. A TP Committee in a newly designated county should spend some time with an old Committee in an adjoining county, and confer with borrowers, committeemen, and supervisors.
- B. TP Committeemen should observe an appraiser at work appraising a farm. They should work with a Farm and Home Supervisor in developing and analyzing farm and home plans.
- C. Periodic Conferences between Committeemen and Regional and State Staff Members.
- D. Regional Conferences for State Committeemen.
- E. Proper Use of Committeemen's Manual and other FSA Forms with which the Committeemen work.

#### V. Use of Council and Committee Members.

- A. It should be realized that working with Committee Members is the best way, although not the easiest way, of carrying out the programs for low-income farmers.
- B. Heed the advice of council and committee members presenting important questions to the members for their consideration.
- C. Direct attention to the problems which the FSA program is attempting to overcome to the Council and Committee members.

NOTE: FSA Instructions 403.1 and 403.2 should be studied by the Instructor prior to presenting the lecture on the above subject.



FSA INSTRUCTIONS 760.1, 761.1, 660.1

760.1

GENERAL POLICIES:

The relation of the collection policies to the rehabilitation program should be thoroughly explained. It should be pointed out that there is no separate collection program or loan servicing program, but that these subjects are only parts of the RR program. It should be emphasized that complete rehabilitation can be attained only when the client has repaid his obligations in full. However, a client that has repaid his loan in full is not necessarily rehabilitated. Collections must be closely integrated with the other phases of the rehabilitation program.

The county RR supervisor should be lenient in his attitude toward the borrower in connection with collections, but should be firm in his insistence on prompt compliance with the terms of the note consistent with the objectives of rehabilitation.

Explain matters which should be taken up directly with regional office and matters which should be taken up with the district RR supervisor.

It may be appropriate at this time to explain the principal sources of collections in the region and the time of the year when collections are received.

With regard to TP collections, discuss desirability of securing prepayments, as well as the use of borrower's trust accounts with explanation of what is meant by the deposit of the "landlord's share". Also explain fully advantages of the variable payment plan. (Instructions 658.1, 658.3 and 660.1 should be cited as well as 760.1).

761.1:

COLLECTING OFFICE PROCEDURE:

Explain and emphasize responsibility of county RR supervisor and county office personnel in handling Government funds.

Explain procedure in connection with endorsement of joint checks.

Emphasize importance of correct and legible preparation of receipts.

The rules of application should be given special study.

Explain reason for converting cash collections into money orders instead of bank drafts.

Emphasize correct preparation of schedules of collections.





660.1

General mention should be made of the TP policy of encouraging borrowers to make prepayments in advance of annual billings whenever sizable funds are realized from the sale of major items of agricultural income. The proper application of extra payments should be carefully explained.



Wednesday Second Week 11:15 - 12:00

GETTING MORE FOR THEIR MONEY

1. What are the chief buying problems of families?
2. To what pressures or influences are they subjected in buying?
3. What do they buy that they could produce?
4. When should families buy in quantity?
5. How can you assist families to get better buys?
6. How can cooperative buying help low-income families get more for their money?

REVIEW AND CRITICIZE DISCUSSION METHOD. (FIFTEEN MINUTES)



Wednesday Second Week 1 - 4:30

RECORD BOOK AND TP 14

Problem exercises which have been prepared on a regional basis will be used to illustrate the advantages and purposes of keeping a record book, and to teach the trainees proper mechanics, of taking inventory of problems on valuation and depreciation, making receipt and expense transactions, the use of production records, and the calculation of net worth and net income. Use of questions and answers to serve as a guide to the family in searching for reasons why they are where they are as shown by the record book, and also to serve as a means of training supervisors in thinking through the complete list of problems involved, will be demonstrated.

Instructions on the use of revised TP 14 and prepared exercises in the form of questions and answers will be used in teaching the use of this form.

REFERENCE:

"Questions and answers on use of Form FSA-TP 14."





SECOND WEEK

THURSDAY



TECHNIQUES OF DEVELOPING FARM AND HOME PLANS

- I      Office interview at time of making application.
  - A.   Obtain information about the family including Form 12, application for rehabilitation:
    - 1.   Size - age - capabilities - health, etc.
    - 2.   Desires and ideas about their family and farm program.
    - 3.   List of assets - liabilities.
    - 4.   Information about farm, including equipment, etc.
    - 5.   Family problems.
    - 6.   Farm problems.
- II     Refer to County Advisory Committee:
  - A.   To obtain information about the family as to character, eligibility and to check information obtained at time of office interview.
  - B.   Obtain information about the farm.
  - C.   Determine eligibility.
- III    First farm and home visit after determination of eligibility.
  - A.   To observe problem of family and farm.
  - B.   To determine a solution as to need and what course to follow:
    - 1.   For good of family.
    - 2.   For good of farm.
    - 3.   Appraise livestock and equipment.
    - 4.   Appraise productivity of farm and livestock and other information needed to complete farm and home plan.
- IV     Group meeting:
  - A.   Inform applicants of purpose of FSA program.
  - B.   Inform applicants what is expected of them.





- C. Instruct applicants on purpose and use of farm plans, record books, calendarizing of work, etc.
  - D. Discuss mortgages, releases, etc.
  - E. When possible, discuss fundamental farm and home practices applicable in the area.
- V Return to farm if possible to develop farm and home plan.
- VI Debt adjustment services or community and cooperative services may be required which may require additional contacts with the family and other individuals such as creditors or neighbors who may need cooperative services.
- VII Determine need of grant to balance farm plan based on income available to pay cash family requirements, cash farm requirements and replacement requirements for a five-year period.



Thursday      Second Week      9:15 - 10:00

FEATURES OF PERSONNEL ADMINISTRATION IN THE FSA

- I      Types of employment:
  - A.   Employment under FSA Instruction 220.1.
  - B.   Secretarial appointments.
- II     Classification grades and salary steps.
- III    Qualification standards in terms of tests and other minimum requirements.
- IV    Placement procedure and qualification cards.
- V      Efficiency ratings:
  - A.   Preparation
  - B.   Use
- VI    The appeals procedure - Secretary's memorandum 753, Revised.



FSA INSTRUCTIONS 762.1, 763.1 and proposed 762.1.

762.1:

COLLECTING OFFICE PROCEDURE - SERVICING OF ACCOUNTS

Considerable time should be devoted to a study of the memorandum county records and the area guide system. County personnel should understand fully the importance of these devices.

Billing - It is suggested that sample copies of bills be distributed and all information thereon thoroughly explained. The computation of interest through the use of focal factors and interest tables should also be explained.

Steps in Loan Servicing and Collection Procedure. These steps will be modified to a certain extent in connection with the new servicing procedure which has not yet been issued. Form letters 125 and 130 have been revised and are now being issued.

It should be explained and emphasized that the entire responsibility for follow-up on individual cases of delinquency is now vested in the county supervisor.

Explain principles of follow-ups on an area basis of delinquent loans, delinquent farm plans, and other adverse conditions which are in need of attention.

763.1:

Explain that renewals should be given as careful consideration or even more, as for new loans. (The very need for renewal indicates some point of failure in past loans). It is important that all renewals be supported by a current farm plan.

Explain how to determine the correct amount of interest and principal on the renewal notes.





PROPOSED REVISION OF FSA INSTRUCTION 762.1  
FOR DISCUSSION PURPOSES ONLY.

ACCOUNT SERVICING - COLLECTING OFFICE PROCEDURE

I      GENERAL

A    It is the duty of the collecting officials in each county and project to effect collection of all funds due the FSA arising out of its accounts with individual debtors who, either through the medium of loans or as a result of contracts, are indebted to the FSA or to a State RR Corporation. It is also the duty of these collecting officials to supervise closely the security that has been given by the various debtors in connection with their obligations to the FSA and State RR Corporations. The means by which a collecting official will undertake his tasks of servicing the accounts and securities of the debtors and the security property within his area will be in accordance with the constructive policies of the FSA which require the exercise of sound judgment and resourcefulness in order that the benefits of the FSA program may materialize in accordance with its objectives.

B    The tools with which a collecting official is provided are comprised of (1) statements of account and notices of payments due, prepared by the Finance regional manager; (2) a memorandum record of borrowers' accounts, Forms FSA-RR 187, FSA-RR 187A and FSA-RR 187B, so as to show complete fiscal circumstances with respect to a debtor; (3) Receipt books, Form FSA-FI 37; (4) copies of Standard Form 1044, "Schedule of Collections", as evidence of transmittal of collections received for and in behalf of the FSA; (5) statements of deposits and withdrawals, Form FSA-RR 188, to record the amounts deposited and withdrawn from supervised bank accounts; (6) Area Guide System as prescribed in FSA Instruction 703.3; (7) "Offer to Release Lien", Form FSA-LE 286, to be used as a request by a mortgagor of authority to sell property mortgaged to the United States Government; (8) a record of the acquired property as provided by copies of Form FSA-RR 170, FSA 242 and FSA 242A; (9) copies of "Certificates of Death Loss", when mortgaged property has been lost or stolen; (10) copies of notes, mortgages, caretakers' agreements, utility contracts and other evidences of indebtedness and security; (11) other forms as hereinafter prescribed.

II    BILLS AND STATEMENTS OF ACCOUNT

A    Except in the instance of a request received through the Loan and Collection Section, the original of all bills prepared by the Finance Regional Manager for FSA, trust fund and managed Corporation loan accounts will be mailed directly to the debtor and copies will be sent to the appropriate collecting official for information and necessary follow-up actions.



B Copies of bills and statements of account when received by the collecting officials from the regional offices will be given the following handling: (1) the amounts thereon shown will be reconciled with the memorandum records; (2) follow-ups will be established on the Area Guide cards in accordance with FSA Instruction 703.3 when any amounts are shown as due or about to be due; (3) Filing in the case folder (subsequent bills thus filed should be removed to avoid confusion).

### III STEPS IN THE LOAN SERVICING AND COLLECTION PROCEDURE OF RR LOANS

A Upon receipt of a copy of a bill or statement of account, a notation will be made on the Area Guide card to indicate the follow-up date as prescribed by FSA Instruction 703.3 which date, unless there is specific justification otherwise, will be fifteen days beyond the date of the maturity. In the event the maturity as shown on the bill applies to an instalment or instalments then past due, the follow-up date will be fifteen days or sooner after the receipt of a bill, unless there are good and sufficient reasons to support a longer period of follow-up action.

B If the debtor does not make payment of the amount due or fails to make a satisfactory arrangement or explanation within fifteen days after the date the payment becomes due, the collecting official shall request payment either in person or through the medium of a collection letter, Form FSA-RR 125, or other special letter approved by the regional office shall ordinarily be used for this purpose. A notation of this action shall be entered on the Area Guide card and a further follow-up shall be set for not in excess of fifteen days later.

C If the debtor does not pay or make satisfactory response to the first collection letter or request, the collecting official will make a supervisory visit to determine the reasons for non-payment and the action necessary to assist the delinquent debtor. A report of this visit will be recorded in the file on either Forms FSA-RR 19, FSA-RR 126, FSA-RR 134 or FSA-RR 133 and a record of the visit will be entered on the follow-up record (Area Guide card) and a follow-up date will be noted that will result in further attention at the appropriate time.

D If it is evident that the debtor is unable to pay because of unavoidable delay in harvesting or if the condition of his livestock is unfavorable for market or if other conditions exist which would seem to make a postponement of his payment necessary or advisable, a forbearance may be granted. Collecting officials are authorized to approve forbearances not to exceed sixty days. A notification of such forbearance should be made to the debtor on Form FSA-RR 129. In any instance of a forbearance for a period over sixty days beyond the maturity date of an instalment, it must be forwarded, with Form FSA-RR 126, to the District Supervisor who is authorized to approve forbearances not exceeding six months beyond the maturity date of an instalment. The action and the follow-up date five days after the expiration date of the forbearance will be entered on the follow-up record (Area Guide card).







E If the borrower fails to pay within the period of the forbearance or if satisfactory arrangements have not been made or if the forbearance is disapproved, Form FSA-RR 130 or a special typewritten letter will be sent to the debtor and the follow-up set for ten days on the follow-up record.

F If the borrower fails to remit or make satisfactory arrangements within the specified time after Form FSA-RR 130 has been mailed, the collecting official will call upon him within from seven to ten days, at which time a careful review of the circumstances will be made and a complete report prepared on Form FSA-RR 133 or FSA-RR 126. These forms will be reviewed by the District Supervisor and copies, with a suggested outline of future handling or a recommendation for specific action, will be forwarded to the regional office.

G When an account passes beyond a personal servicing stage and it can be handled to better advantage by special correspondence, it will be referred to the regional office for the attention of the regional Loan and Collection Section. Copies of letters prepared in the regional office with respect to individual accounts will be sent to the collecting official for his information and for use in providing such assistance as he may be in position to give.

H The collecting official will use Form FSA-RR 154 in lieu of ordinary letter paper when writing to the regional office in regard to an individual case.

#### IV STEPS IN THE LOAN SERVICING AND COLLECTION PROCEDURE - TP LOANS

##### A Determination of Amount Due - Variable Payment Plan:

1 Within 30 days after the end of the borrower's fiscal year, the collecting official shall check the borrower's record book with him and fill out Form FSA-TP 14, "Borrower's Net Income Return". The collecting official shall indicate on Form FSA-TP 14 the full amount which he believes the borrower should pay during the fiscal year in question. In preparing this statement, the collecting official shall disregard any prepayments made by the borrower on his account. Credit for such prepayments shall be applied and credited by the office of the Finance regional manager in the preparation of the statement to the borrower. If the amount recommended on Form FSA-TP 14 is agreeable to the borrower, he shall fill in the same amount and sign the agreement. If the borrower does not agree to pay the amount recommended by the collecting official, he shall fill in the amount he is willing to pay on the loan. In case the collecting official and the borrower do not agree on the amount, the county committee shall recommend the amount it believes the borrower should pay. The county committee should consider carefully the extent the borrower is ahead or behind schedule and the net cash income shown on his return before arriving at its recommendation.

2 Form FSA-TP 14 shall be filled out in an original and two copies by the collecting official. The original, after being signed by the latter and the borrower, will be sent to the regional office. The first copy, signed by the collecting official, shall be given to the borrower. The second copy, signed by the borrower, shall be filed in



the copy of the loan docket by the collecting official.

3 The regional office will fill in on Form FSA-TP 14 the determination of the annual instalment to be paid.

4 The amount determined as due for payment will be reflected on the statement of account prepared by the FC Division. The original of the statement will be forwarded to the borrower and a copy sent to the collecting official.

B The examination of the farm family record book by the Farm Management or Home Management supervisor should be completed in cooperation with the borrower in his own home. This will create the greatest interest on the part of the borrower and his family. If, however, it is necessary that the collecting official, the state TP specialist, or the regional office have the farm record book for further examination, the collecting official may obtain the book. He may forward it along with Form FSA-TP 14 to the regional office. In such cases, the book should be returned to the borrower as quickly as possible.

C Determination of Amount Due - Fixed Payment Plan:

1 The farm family record books of fixed payment borrowers shall be analyzed in the same manner and at the same time as indicated for the variable payment plan, except that the borrower shall not be asked to sign Form FSA-TP 14, and the collecting official shall not fill in the amount the borrower is ahead or behind schedule or the blank space under "Supervisor's Recommendation". The collecting official should sign the blank, however, just as he signs in the case of a variable payment borrower.

2 The statement showing the amount due will be prepared by the FC Division. The original of this statement will be sent the borrower and a copy to the collecting official.

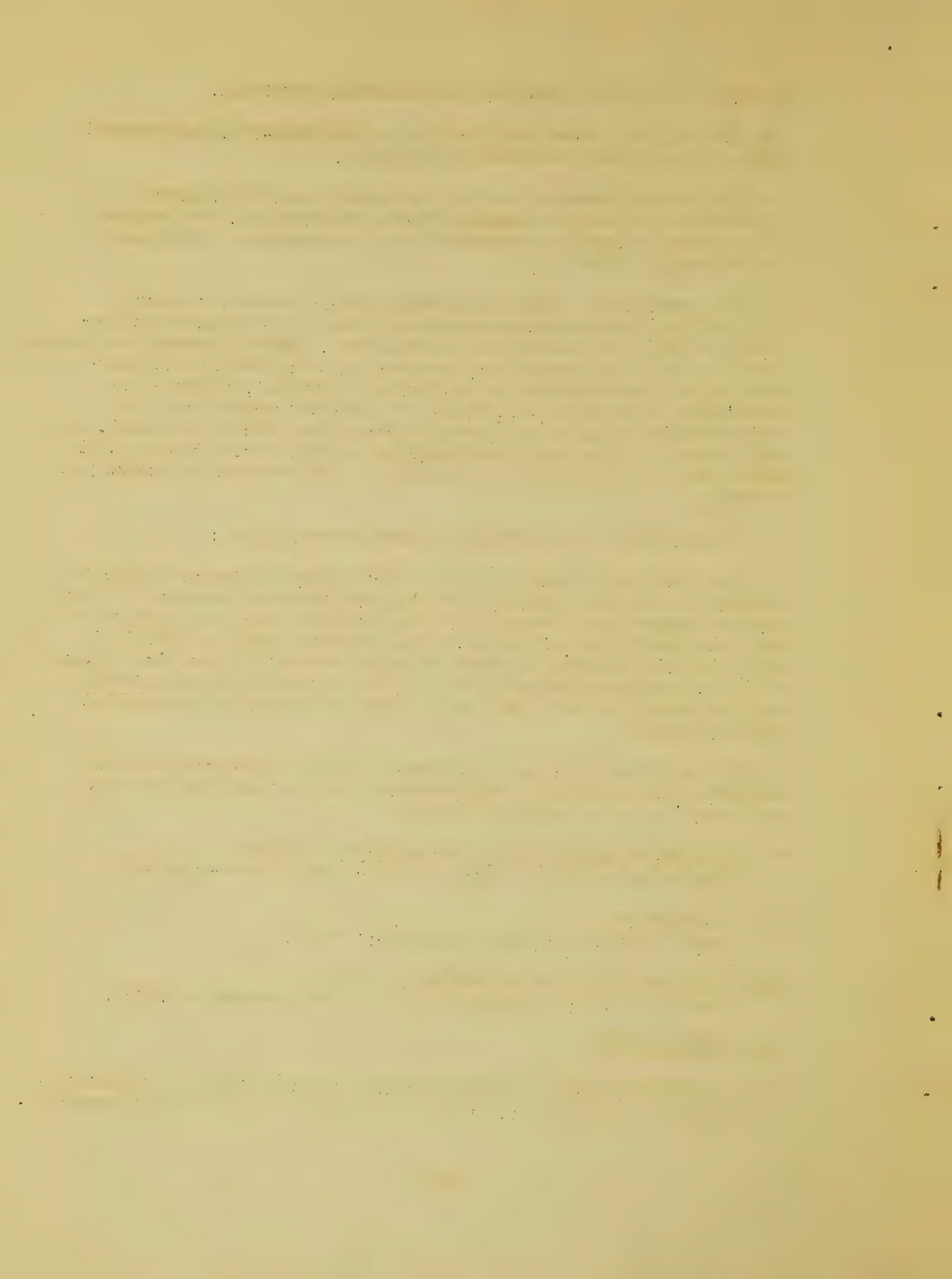
V CHANGES OF ADDRESS AND MOVING SECURITY PROPERTY  
(See Paragraph II of original draft of FSA Instruction 463.1)

VI AAA SET-OFFS  
(See Paragraph II of FSA Instruction 766.1)

VII FINAL SETTLEMENT AND SURRENDER OF NOTES  
(See Paragraph I of original draft of FSA Instruction 463.1)

VIII CORRESPONDENCE

A All correspondence in connection with accounts will be addressed to the Regional Director, attention of the Loan and Collection Section.





Collecting officials should not correspond with other states or regions, the various Treasury offices, the U. S. District Attorney, the office of the Solicitor or the Regional Attorney or organizations outside the FSA but should refer all such matters to the regional office for handling. An exception is granted to permit the answering of correspondence from the U. S. District Attorney or the Regional Attorney regarding cases which are being handled by them.. When such letters to a client, U. S. District Attorney or Regional Attorney are necessary, copies should be sent to the regional office for the attention of the regional Loan and Collection section.





LONG TIME TENURE

A discussion of how the long-time tenure objectives can be applied at the county level, the problems that must be overcome in the county before they can carry out the objectives, and how the county FDA committee can assist in furthering the objectives.

QUESTIONS

- I      What is the need for a more equitable adjustment of farm families to the land in our region?
  - A      What communities are considered poor communities?
  - B      How can land resources be obtained for low-income farm families?
- II     How can we keep land prices and rentals consistent with use value as contrasted with speculative value?
  - A      Do farm families understand the capacity of land to pay rent?
  - B      What group of cost should be met first?
    - 1      Family living; farm operating expenses, taxes, principal on land payments, interest on land debt, payment on accounts, other costs.
    - 2      What changes (if any) should be made if the gross income from a family business is not sufficient to meet annual cost for use of land, family living, farm operating?
    - 3      If a very efficient farm operator cannot meet the three items listed in "2" above on a farm, is the farm an asset or liability to society?
- III    How can we administer all Federal benefit payments and subsidies so that they will facilitate improved tenure for low-income families?
- IV    What specific steps can be taken to reduce the number of tenants in the region?
  - 1      What is the need for improved land sales contracts and longer term credit?
  - 2      What land credit policies in the region cause owners to become tenants?
- V     How can we bring about a security of tenure on family-type farms and improve family living conditions among low-income families?

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- VI How can we improve status of tenancy which will safeguard the interests of owners and renters and provide incentive for improving property under lease?
- A By requiring long-term equitable written leases.
- B By assisting families to understand rent-paying capacity of farms.
- VII What are the needs of low-income families which will increase their bargaining power for land resources and reduce competition among them for land resources?
- VIII How can land now held by the Government be used to further a good tenure program among families?
- IX How can the FDA committees further improved tenure while reorganizing debt structures with families?
- X REVIEW AND CRITICIZE DISCUSSION METHOD. (FIFTEEN MINUTES)

References:

"Farm Tenancy", (Reprint from 1940 Year Book of Agriculture.)

"National Land Tenure Objectives", Paul V. Maris - Land Policy Review July 1941.



LOAN AND SECURITY PROCESSING AND SERVICING ACTIVITIES

I      Loan Processing:

- A      Preparation of Loan Submission Check Sheet, Form FSA-RR 191, Revised.

II      Security:

- A      What is an RR Supervisor's responsibility with respect to security?

(By discussion and questions and answers.)

- B      Preparation of a mortgage.

(By each trainee filling in sample forms of mortgage concurrent with discussion and questions and answers or from a narrative problem.)

- 1      Adequate description of notes.
- 2      Completing future advance clause.
- 3      Adequate description of chattels.
- 4      Proper method of describing crops under local state statutes.
- 5      Execution of document.
- 6      Filing of document.

- C      Period of continuing validity under state statutes - Renewal by affidavit where possible.

(Discussion by Regional Attorney and filling in sample form by trainee.)

- D      Preparation and use of Security Transmittal, Form FSA 378.

- E      Releases.

- 1      Applicable federal and statutes, departmental regulations and FSA policies and procedures.

(Discussion by Regional Attorney and other competent personnel.)

- 2      Narrative problem involving:

- a      Application.





b Release.

c Satisfaction.

(Sample forms to be filled in by each trainee.)

F Records

Form FSA-RR 137.

(Narrative problem. Sample memorandum record to be filled in by each trainee.)

G Supervised Bank Accounts

1 Policies, uses and limitations.

(By discussion and questions and answers.)

2 Form FSA-RR 188.

(Narrative problem. Sample form to be filled in by each trainee.)

3 New serially numbered check books. (Use for sample exercises if available.)

III Collections:

A Interpretation of a bill.

(By demonstration or individual use of actual bills and questions and answers.)

B Steps in loan servicing.

(By discussion, review of forms and questions and answers.)

1 Form FSA-RR 125.

2 Technique of collection visits, including TP.

3 Forbearances.

4 Form FSA-RR 130 and subsequent actions.

C Renewals

1 Administrative policies.

(By discussion.)

2 Computation of interest.

(By example or theory applied to individual bills.)

3 Preparation of note.

(By filling in sample form.)

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D Receipt of Funds.

- 1 Collecting official's responsibility.
- 2 Conversion of cash:
  - 1 Money orders - Payment of fees.  
(By discussion and review of forms.)
  - 2 Endorsement of joint checks.  
(By narrative problem and discussion of limitations on authority and responsibility of endorser.)

E Preparation of Receipts.

(By narrative problems, and filling in sample forms by each trainee.)

- 1 Source of funds (adequate descriptions if mortgaged property sold.) Special emphasis on TP extra payments.
- 2 Application as between suffixes; as between principal and interest.  
(Narrative problem should provoke thought and study on these points.)
- 3 Use in proper sequence.

F Preparation of 1044.

(Have each trainee schedule remittance in previous problem on sample forms.)

- 1 Number and distribution of copies.
- 2 Varying entries for various types of remittances.
- 3 "Receipting for" and administrative audits.  
(By discussion and questions and answers.)

IV Repossessions and Liquidations:

A Factors for consideration in determining necessity.

(Should be discussed and listed by trainees.)

B Various methods.

(By discussion and review and explanation of forms.  
Emphasize any peculiarities arising from state statutes.)



1 Repossessions:

- a Voluntary or unresisted including abandonment.
- b Involuntary (replevins).

2 Liquidations:

- a Voluntary: Forms 209, 217, or LE 90.
- b Involuntary (statutory foreclosure).

C Bidding at foreclosures.

(By discussion of policy and limitations on authority).

D Acquired property.

(By discussion, questions and answers and review and filling in of forms by each trainee.)

- 1 Reporting acquisitions.
- 2 Arrangements for care and custody.
- 3 Methods of disposition.
- 4 All related records, reports, and forms.

V General

All sample forms filled in by trainees should be reviewed and corrected by competent regional officials and returned to the trainees to serve as a reference manual of forms used in security and collection servicing.





Thursday      Second Week      1:00 - 4:30

FOR HOME MANAGEMENT PERSONNEL

A separate section should be conducted for HM personnel on a further discussion of the requirements of a minimum satisfactory level of living for low-income farm families and how the home supervisors can assist families in meeting these requirements. Regional home management objectives should be presented and discussed.

The HM personnel will not attend the session on "Loan and Security Processing and Servicing Activities".



SECOND WEEK

FRIDAY



Friday      Second Week      8:30 - 9:15

PROBLEMS OF FARM AND HOME MANAGEMENT.

1. This talk should include the major problems in farm and home management in the region and the challenge these problems present to the supervisor in solving them.

Some of the problems which should be discussed are:

Adequate food and feed production.

The necessity of minimum essentials of health, clothing, housing, household equipment, education, community participation.

Relation of tenure to progress.

Necessity of Debt Adjustment.

The importance of a diversified farm program.

Stable year-round income.

Methods of developing farm and farm family resources.

Breaking old habits and traditions.

Problem of getting improved farm and home practices into actual operation with the families.

REFERENCE:

"Preparing Students for Home Management", by Elizabeth A. Rivers.





Friday      Second Week      9:15 - 10:00

(For RR Trainees)

HOW WE ORGANIZE AN EFFECTIVE COUNTY FSA PROGRAM IN OUR COUNTY

(By an RR and HM Supervisor)

No outline is being suggested by the Washington office for this talk. An outline should be worked up in each region, however, and approved by the Regional Training Committee.

- - - - -

Friday      Second Week      9:15 - 10:00

(For RP Trainees)

ORGANIZATION OF AN EFFECTIVE PROGRAM ON A TYPICAL RP PROJECT

(By Assistant Regional Director in Charge of RP)

No outline is being suggested by the Washington office for this talk. An outline should be worked up in each region, however, and approved by the Regional Training Committee.



Friday Second Week 10:15 - 11:15

FSA INSTRUCTIONS 764.1, 765.1, 766.1.

764.1

Stress the practical responsibility of the county RR supervisor or RP community manager as "collecting officials" to be watchful for and guard against undue depreciation of all property serving as security on loans. This means, for example, checking up on the proper housing of machinery and livestock, the care of all mortgaged chattels for the preservation of their maximum value, and the instruction of clients in the necessary care of security property. It is suggested that copies of form FSA-378 be distributed and discussed.

In the study of security servicing, special emphasis should be placed on the importance of having the county supervisor educate the borrower so that he will understand his obligations with respect to the care of security property. Also explain importance of accurate preparation of mortgages, including adequate description of notes and property, proper completion of the future advance clause, proper method of describing crops under state statutes, and the execution and filing of the instruments. It is especially important that applications for release of security property be approved before the property is actually disposed of. The purposes for which releases may be approved by county supervisors and by other officials should be fully explained. Copies of the new "Offer to Release" form FSA-LF-286 be distributed and discussed.

Emphasize the responsibility of RR supervisors and RP community managers for acquainting clients with the procedure for and the various conditions under which mortgaged property may be released—making clear that any deviation from these approved practices on the part of the client will result in serious legal complications and possible legal action.

765.1

It should be emphasized that liquidations are effected only after all other possibilities of rehabilitation have been exhausted. A careful study should be made of the factors to be considered before any liquidation is recommended. The difference between voluntary and involuntary liquidations and the procedure for each should be carefully explained. The importance of submitting a complete report on Form FSA-RR 133 through the district RR supervisor to the regional office for consideration before any action is taken in liquidation should be emphasized. It is suggested that the regional attorney be consulted with respect to this phase of the discussion. Variations of procedure resulting from state statutes should be given consideration.



Explain carefully the procedure for bidding in property at foreclosure sales and the distribution of proceeds. Emphasize the importance of careful handling of acquired property.

Emphasize that a gradual liquidation of the account through the use of Form FSA-LE-286 should be reported and submitted to the regional office for approval if it involves a withdrawal from the RR program.

Explain carefully the procedure for compromises, and compare compromises with write-offs so that the difference will be thoroughly understood.

Discuss foreclosure and voluntary transfer of TP farms to other eligible applicants or to the Government, pointing out the desirability of the latter two methods as compared with the more expensive method of foreclosure proceedings.

Reference should be made to Administration Letter 286 which indicates the proper method for submitting requests for action in transfer, death and foreclosure cases.

Let the instructor emphasize the duty of RR supervisors and RP community managers as "collecting officials" throughout any default action to exercise every precaution for the adequate care and protection of security property while it is still in the custody of the defaulting client, as well as after actual repossession.

766.1

Explain the general principles of the change of address procedure. Emphasize that AAA set-offs should be requested only when there is evidence of bad faith.







Friday      Second Week      11:15 - 12:00

I.    QUALIFICATIONS OF A GOOD SUPERVISOR

1.    What type of technical training is needed by a supervisor to work with low-income families?
2.    How necessary is agricultural experience or background for a good supervisor?    Teaching experience?    Other experience?
3.    In addition to training and experience, what other qualifications are necessary for a good supervisor?

II.   REVIEW AND CRITICIZE DISCUSSION METHOD.    (FIFTEEN MINUTES)



Friday      Second Week      1:00 - 4:30

PROGRAM PLANNING AND CALENDARING

The material developed by the committee on calendaring, at the Washington Conference, will be used during this period. A demonstration of a weekly staff meeting in which the week's work is reviewed, and steps taken to revise and adjust the calendar of work, will also be given.

A demonstration of another staff meeting will be given showing other work taken up, such as semi-annual review of cases.



SECOND WEEK

SATURDAY





Saturday      Second Week      8:30 - 9:15

## RESETTLEMENT PROJECTS

### I      Factual statement regarding Resettlement communities:

- A.      Number.
- B.      Types of projects in U.S., such as
  - 1.      Scattered farms.
  - 2.      Community - individual farm type.
  - 3.      Co-op farm type.
  - 4.      Co-op leasing type
  - 5.      Homesteads - subsistence type.
  - 6.      Greenbelts.
- C.      Distribution of projects within region.
- D.      Review of history and reasons for various types.
- E.      Migratory labor program:
  - 1.      Labor camps.
    - a.      Fixed
    - b.      Mobile
  - 2.      Labor homes.
  - 3.      Relation of labor homes to Resettlement.

### II      Resettlement Operation.

- A.      During development period:
  - 1.      Manager.
  - 2.      Farm management.
  - 3.      Home management.
  - 4.      Family selection.
- B.      Operating period:
  - 1.      Manager.
  - 2.      Farm management.
  - 3.      Home management.
  - 4.      Family and community services.
- C.      Special problems of community manager:
  - 1.      Duties.
  - 2.      Opportunities.
  - 3.      In community life.
  - 4.      Public relations.



III Resettlement relation to other parts of FSA.

- A. Farm management.
- B. Home management.
- C. Insurance.
- D. State office.
- E. Regional office
- F. Washington office.

IV Resettlement difficulties.

V Character and advantages of Resettlement program.

REFERENCES:

- "Homesteads", FSA publication.
- "Migrant Farm Labor; The Problem and Some Effort to Meet It", FSA publication.



THE SPECIAL AREA

I      Materials:\*

1. Map of region showing soil type areas.
2. Map of region showing natural land use areas.
3. Map of region showing type of farming areas.
4. Map of region showing cultural areas.
5. Map of region showing rural and urban industrial areas.
6. Map of region showing land use adjustment areas.
7. Large blank map of the region or blackboard.

II      Information by Areas:\*

1. Average size farms, average crop acres, average value per acre, average livestock and equipment per farm.
2. Percent tenancy, customary lease terms, percent farms mortgaged, land credit terms, institutional landlords and mortgages, delinquencies.
3. Housing standards, need for new houses, repairs.
4. Sanitary standards, need for sanitation.
5. Health conditions, physical disabilities of families.
6. Living standards, cash needs, home production.
7. Off-the-farm employment, average man days work per farm.
8. Deficit items of production and consumption in the area, consumer and capital goods shipped into the area from other areas.
9. Rural industries, availability of local resources, availability of power, transportation.
10. Availability, schools, churches, community institutions, vocational training opportunities.
11. School years, skills, training, experience of families.
12. Tax rates, assessments, delinquencies.

\* The suggested materials and information may be secured from colleges and experiment stations, the Bureau of Agricultural Economics, the Soil Conservation Service, the AAA, the Forestry Service, census reports, FSA records and reports, Manufacturers reports, the Farm Credit Administration, and some sample surveys on item 8 and 9 may be necessary.

III      Preparation for Thirty Minute Presentation:

- A. (a) Using available materials and information, prepare a composite map dividing the region into areas by type of problem and related characteristics.
- (b) Prepare sufficiently brief, concise data about each major area from II above to point up the problems and characteristics of each major area in the region.





This part of the presentation should be timed to require 10 minutes of the presentation period.

- B. Prepare a detailed digest of the problems, organization, program, authorities, and budget for any Special Area in the region already designated by the Administrator.

This part of the presentation should be timed to require ten minutes of the presentation period.

#### IV Thirty Minute Presentation of Special Area Problems and Programs

- A. Using the map prepared as in III above, outline in ten minutes the major areas of the region, and discuss briefly the type of economic and social problems and characteristics, using pertinent information outlined in II above.

- B. Outline in ten minutes, using Administration Letter 364:

- (a) The scope of Special Area Programs

- 1. Areas qualifying
    - 2. Problems to be attacked
    - 3. Factors to be considered
    - 4. Experimental nature of approach

- (b) Consideration in developing a Special Area Program

- 1. Education and training facilities to develop habits and skills in family labor for making productive use of natural resources of the area.
    - 2. Development of improved housing facilities
    - 3. Adjustment of land resources and land use practices to the topography and production capacity of the soil.
    - 4. The use of long term leases with provisions protecting the tenant.
    - 5. Problems of farm organization and management
    - 6. Problems of home management
    - 7. Adequate family income for satisfactory standards of living
    - 8. Adequate support of public facilities
    - 9. Definite attack on health problems
    - 10. Need of small loans
    - 11. Development of leadership through community activities

- C. Development of Special Area Programs:

- 1. Preliminary designation based on statement of evolution of major problem in terms of people and natural resources.



2. The objectives, responsibilities, authorities and budgets.
  3. Outline the administrative and supervisory setup.
  4. Developing the program with the people themselves.
  5. Study of area problems to adopt and develop program after the area is established.
- D. Present in ten minutes the digest of the problems, organization, program, authorities and budget for any Special Area authorized in the region by the Administrator as prepared under III B above.



Saturday      Second Week      9:15 - 10:00

## THE SPECIAL AREA

### WATER FACILITIES PROGRAM

Outline for a discussion of the Water Facilities program in the Regions where the program is operating.

#### I      Basic Objectives:

- A. To help farm families carry out a more desirable farm program by:
  - 1. Making wise use of land and water resources.
  - 2. Making possible greater diversification and stability.
  - 3. Encouraging a "live at home" program.

#### II. Operation of the Program:

- A. Functions of the Water Facilities Board.
- B. Functions of the Bureau of Agricultural Economics.
- C. Functions of Soil Conservation Service.
- D. Functions of FSA.
  - 1. Assist in selection of areas for planning or operations.
  - 2. Assist in preparation of area proposals and area plans.
  - 3. Accept applications within approved areas.
  - 4. Take leadership in applications for "farmstead" water.
  - 5. Assist in eligibility determinations.
  - 6. Handle all financial phases of the program.
  - 7. Handle all legal phases of the program.
  - 8. Assist in organization of associations wishing to participate.
  - 9. Assist with land tenure improvement and debt adjustment.

#### III. Scope of Program:

- A. Operates in seventeen western states.
- B. Type of facilities authorized.
- C. Size of loans.
- D. Funds available.
- E. Past operations.





Saturday      Second Week      10:15 - 11:00

THE RESPONSIBILITIES OF FSA FIELD PERSONNEL FOR PUBLIC RELATIONS

- I. Explanation of the Information Handbook for use in county offices.
  - a. Techniques of public relations, including press releases, radio, talks, speeches before civic groups, fair exhibits, farm tours, distribution of literature, etc.
  - b. Filing and use of information material in county offices.
- II. Regulations governing public relations activities.
- III. Description of the services which the regional information office can offer the field personnel.
- IV. Use of county council and committee members in public relations.
  - a. Keeping them supplied with informational material for community use and with background material for their own understanding.

REFERENCE:

"Information Handbook", FSA Publication



Saturday      Second week      11:00 - 12:00

This hour is to be devoted to a summarization of the conference. No discussion hour is scheduled.



REFERENCE MATERIAL FOR LECTURERS

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INDUCTION TRAINING COURSE





THE REFERENCE MATERIAL LISTED AND CLASSIFIED  
HERE IS SELECTED FROM AMONG PUBLICATIONS WHICH  
HAVE BEEN SENT TO THE REGIONS AT VARIOUS TIMES.

IT IS LISTED AND CLASSIFIED HERE SO THAT IT MAY  
BE MORE READILY USED BY THOSE OF THE REGIONAL  
STAFF WHO WILL BE PREPARING LECTURES. IT IS NOT  
INTENDED THAT IT SHOULD BE DISTRIBUTED TO ALL  
TRAINEES.

ONLY THAT MATERIAL LISTED UNDER "REFERENCES"  
IN THE FOREGOING OUTLINES IS INTENDED FOR DIS-  
TRIBUTION TO ALL TRAINEES.



## REGIONAL OFFICE REFERENCE MATERIAL FOR INDUCTION TRAINING COURSE

### BACKGROUND AND BROAD OBJECTIVES

#### FARM TENANCY

"REPORT OF THE PRESIDENT'S COMMITTEE ON FARM TENANCY".  
NATIONAL RESOURCES COMMITTEE, FEBRUARY, 1937.

"FARM TENANCY" (PREPARED FOR 1940 U.S.D.A. YEARBOOK,  
BY PAUL V. MARIS).

#### LAND

"RICH LAND - POOR PEOPLE", BY WHITE, ENSMINGER AND GREGORY,  
FSA, 1938.

"SOILS AND MEN", U.S.D.A. YEARBOOK, 1938.

"THE NATION'S SOIL AND HUMAN RESOURCES", BY D. P. TRENT,  
FSA PUBLICATION.

#### DISTRIBUTION

"FAMILY INCOME AND EXPENDITURES", CONSUMER PURCHASES STUDY,  
U.S.D.A. MISC. PUBLICATION NO. 356 (FORM SERIES).

"CONSUMER INCOME IN THE UNITED STATES", NATIONAL RESOURCES  
COMMITTEE, AUGUST 1938.

"CONSUMER EXPENDITURES IN THE UNITED STATES", NATIONAL  
RESOURCES COMMITTEE, 1939.

#### PROBLEM AREAS

"SIX RURAL PROBLEM AREAS", FERA RESEARCH MONOGRAPH, 1935,  
BY BECK AND FORSTER.

"REPORT ON ECONOMIC CONDITIONS OF THE SOUTH", BY NATIONAL  
EMERGENCY COUNCIL, 1938. (PREPARED FOR THE PRESIDENT).

"THE PLANTATION SOUTH TRIES A NEW WAY" - ASST. ADM.  
R. W. HUDGENS, REPRINT OF AN ARTICLE FROM THE NOVEMBER,  
1940 LAND POLICY REVIEW.



"REGIONAL PROBLEMS IN AGRICULTURAL ADJUSTMENT", USDA-AAA, MARCH, 1935.

"REGIONAL PLANNING - NORTHERN LAKES STATES", NATIONAL RESOURCES COMMITTEE, MAY, 1939.

"INVENTORY OF REPORTS AND RESEARCH STUDIES COMPLETED AND IN PROGRESS RELATING TO ADJUSTMENTS OF POPULATION TO RESOURCES IN THE NORTHERN GREAT PLAINS STATES", BY JOHNSON AND GOODSSELL, USDA-BAE, JANUARY, 1940.

"SEVEN LEAN YEARS", BY WOOFER AND WINSTON, 1938.

"FUTURE OF THE GREAT PLAINS", NATIONAL RESOURCES COMMITTEE, 1936.

"FOOD, FEED AND SOUTHERN FARMS" (A STUDY OF PRODUCTION IN RELATION TO FARM NEEDS IN THE SOUTH), BY STEANSON, LANGSFORD, FARM MANAGEMENT REPORTS NO. 1, WASH., D. C., NOVEMBER, 1939.

"A NEED FOR WORK, A NEED FOR WORKERS", BY RAYMOND C. SMITH, LAND POLICY REVIEW, MAY-JUNE-1940.

"SOMEWHERE ELSE", BY PAUL H. JOHNSTONE, AND "MIGRANTS" BY CARL P. HEISIG - LAND POLICY REVIEW, NOV.-DEC., 1939.

"DEFINITION OF EFFICIENT FARMING", SHERMAN E. JOHNSON, LAND POLICY REVIEW, SEPT.-OCT., 1939.

"MIGRANT WORKERS IN AGRICULTURE", USDA-BAE - EDITORIAL REFERENCE SERIES: NO. 5, MAY, 1940.

"STANDARDS OF LIVING IN THE GREAT LAKES CUT-OVER AREA", BY LOOMIS, LISTER AND DAVIDSON, JR., USDA-FSA-BAE, SOCIAL RESEARCH REPORT NO. XIII, WASH., SEPT. 1938.

"STANDARDS OF LIVING OF THE RESIDENTS OF SEVEN RURAL RESETTLEMENT COMMUNITIES", BY LOOMIS AND DAVIDSON, JR., USDA-FSA-BAE, SOCIAL RESEARCH REPORT NO. XI., WASH., OCT., 1938.

"STANDARDS OF LIVING IN FOUR SOUTHERN APPALACHIAN MOUNTAIN COUNTIES" BY LOOMIS AND DODSON, USDA-FSA-BAE, SOCIAL RESEARCH REPORT NO. X, WASH., OCT., 1938.

"STANDARDS OF LIVING IN AN INDIAN-MEXICAN VILLAGE AND ON A RECLAMATION PROJECT", BY LOOMIS AND LEONARD, USDA-FSA-BAE, SOCIAL RESEARCH REPORT NO. XIV, WASH., AUGUST, 1938.





"LIVING CONDITIONS AND POPULATION MIGRATION IN FOUR APPALACHIAN COUNTIES", BY L. S. DODSON, USDA-FSA-BAE, SOCIAL RESEARCH REPORT NO. 111, WASH., OCTOBER, 1937.

"SPECIAL PROGRAMS FOR SMALL EXPERIMENTAL AREAS" - REPORT OF COMMITTEE NO. 5, FSA CONFERENCE, WARDMAN PARK HOTEL, AUGUST, 1940.

#### HEALTH AND NUTRITION

"FOOD FOR LIFE", USDA, YEARBOOK - 1939.

"MORTALITY RATES AND ECONOMIC STATUS IN RURAL AREAS" BY DORN, REPRINT 2126 - JAN. 5, 1940.

"MATERNAL MORTALITY IN RURAL AND URBAN AREAS", BY DORN, REPRINT 2061 - APRIL 28, 1939.

#### RURAL HOUSING

"RURAL HOUSING NEEDS" - FSA PUBLICATION.

"RURAL HOUSING" - USHA, 1940.

#### REHABILITATION

##### BACKGROUND AND DEVELOPMENT

"SUGGESTIONS FOR NATIONAL PROGRAM OF RURAL REHABILITATION AND RELIEF", BY JAMES G. MADDOX - JOURNAL OF FARM ECONOMICS, VOL. XXI, NO. 4, NOVEMBER, 1939.

"HOW MAY THE CONDITIONS OF TENANT FARMERS AND SHARE CROPPERS BE IMPROVED" - ADDRESS BY PAUL V. MARIS - FSA MIMEOGRAPHED 1938.

"FARMERS ON RELIEF AND REHABILITATION" BY ASCH AND MANGUS, WPA - 1937.

"RELIEF AND REHABILITATION IN THE DROUGHT AREA" BY IRENE LINK, WPA - 1937.

"FARM MANAGEMENT ASPECTS OF FARM AND HOME MANAGEMENT PLANNING FOR RESETTLEMENT DIVISION FAMILIES - MIMEOGRAPHED - RESETTLEMENT DIVISION.



## PROGRESS AND PRESENT ORGANIZATION

"ANALYSIS OF 70,000 RURAL REHABILITATION FAMILIES", BY KIRKPATRICK, SOCIAL RESEARCH REPORT NO. IX, USDA-FSA-BAE, WASH., AUGUST, 1938.

"THE REHABILITATION ROAD" - FSA MIMEOGRAPHED, APRIL, 1939. USED IN FSA TRAINING SCHOOL FOR FSA STAFF.

"REPORT OF COMMITTEE NO. 2 - "FUNCTIONAL ORGANIZATION" - FSA CONFERENCE, WARDMAN PARK HOTEL, WASH., AUGUST, 1940.

## GROUP MEETINGS

"MANUAL OF GROUP DISCUSSION" - L. S. JUDSON, UNIVERSITY OF ILLINOIS EXPERIMENT STATION CIRCULAR 446.

"COOPERATIVE DISCUSSION CIRCLES", EDUCATION DEPT., OHIO FARM BUREAU, COLUMBUS, OHIO.

"DISCUSSION METHODS" - EXT. 144, NEW MEXICO COLLEGE OF AGRI. AND MECHANIC ARTS.

"HOW TO CONDUCT GROUP DISCUSSIONS", CIRC. 276, U. OF WIS., 1935.

## COOPERATIVE AND GROUP SERVICE

THE FOLLOWING FROM THE RESEARCH AND SERVICE DIVISIONS OF FARM CREDIT ADMINISTRATION:

"THE FARMERS' COOPERATIVE YARDSTICK"  
"SIZING UP YOUR COOPERATIVE"  
"FORMING FARMERS' COOPERATIVES"  
"FINANCING FARMERS' COOPERATIVES"  
"MANAGING FARMERS' COOPERATIVES"  
"MERCHANDISING BY FARMERS' COOPERATIVES"  
"THE STORY OF FARMERS' COOPERATIVES"  
"USING A LOCAL COOPERATIVE AS SOURCE MATERIAL FOR TEACHING"  
"ORGANIZING A FARMERS' COOPERATIVE"  
"CO-OPS IN AGRICULTURE"  
"MEMBERSHIP RELATIONS OF COOPERATIVE ASSOCIATIONS"  
"STATISTICS OF FARMERS' COOPERATIVE BUSINESS ORGANIZATIONS"  
"COOPERATION IN AGRICULTURE"



## TENANT PURCHASE

MIMEOGRAPHED STATEMENT PREPARED FOR USE AT COUNTY COMMITTEE  
TRAINING SCHOOLS 1940 - PAUL V. MARIS

## RESETTLEMENT COMMUNITIES

"THE FORMER POOR 'OAKIES' MAKE FARMS PAY NOW" FROM THE CALL,  
WOONSOCKET, R. I., APRIL 17, 1941 ISSUE, CONCERNING THE TWIST  
ARKANSAS PLANTATION.

(ALL OF THE FOLLOWING ARE FSA PUBLICATIONS)

"ARIZONA PART-TIME FARMS"  
"ARTHURDALE PROJECT"  
"BELTRAMI ISLAND FARMS (MINNESOTA)"  
"GEE'S BEND"  
"HOMESTEADS"  
"IRWINVILLE FARMS"  
"JERSEY HOMESTEADS, NEW JERSEY"  
"LONGVIEW HOMESTEADS"  
"MILK RIVER FARMS"  
"OSAGE FARMS, MISSOURI"  
"SKYLINE FARMS"  
"TERREBONNE"  
"CASA GRANDE VALLEY FARMS"  
"COFFEE COUNTY, ALABAMA"  
"FLINT FARMS, GEORGIA"  
"GRANGER HOMESTEADS, IOWA"  
"GREENBELT COMMUNITIES"  
"GREENE COUNTY, GEORGIA"  
"LA FORGE FARMS, MISSOURI"  
"SOUTHEAST MISSOURI: A  
LABORATORY FOR THE COTTON SOUTH"  
"KINSEY FARMS, INC., MONT."  
"CLOVER BEND FARMS"  
"FROM THE LOWER DEPTHS" REPRINT FROM READERS DIGEST  
CONCERNING LA FORGE, MO. PROJECT.

## DEFENSE:

"FARMERS IN DEFENSE" BY SECY. OF AGRI., CLAUDE WICKARD  
A BOOKLET ISSUED BY THE AM. COUNCIL ON PUB. AFFAIRS.

"AFTER DEFENSE - WHAT?"  
ISSUED BY NATL. RESOURCES PLANNING BOARD.





U.S. Farm security administration.

Induction training course. Oct. 1941.

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